

PRINTERS' INK

Registered U. S. Patent Office
A JOURNAL FOR ADVERTISERS
185 Madison Avenue, New York City

Vol. 9

NEW YORK, MAY 28, 1931

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The T. B. M.— and the call of the sea



CONDEMNED to the treadmills of the roaring, callous city—harried and hustled by relentless duties—bound to the wheels of meaningless conventions—no wonder human bodies weary and brains falter.

And all the while a few miles, or a few hours away the sea calls—whispering of rest and relaxation in the sun-warmed salt air—of an exhilarating gallop on the beach—of Chalfonte-Haddon Hall in Atlantic City waiting with luxurious comforts and unobtrusive hospitality.

In advertising Chalfonte-Haddon Hall we continuously expose the Robots of industrialism to the contagion of healthful rest, delightful surroundings, a delicious cuisine and the option of a variety of interesting recreations.

As a result, in a resort where business tends to be highly seasonal, Chalfonte-Haddon Hall is always in season and enjoys an all-year popularity.

N. W. AYER & SON, INC.

Advertising Headquarters

WASHINGTON SQUARE, PHILADELPHIA

New York Boston Chicago San Francisco Detroit London



A. J. Glover, for twenty-seven years editor of *Hoard's Dairyman*, is internationally known as an authority on dairy farm practice. Mr. Glover is an outstanding leader for progress and in the last quarter century has attained national leadership in promoting practical development of scientific dairying.

Ask the Editor ... He *Knows!*

"Standard" editors know farming.

They are intimate with every farm activity—from plowing the fields to marketing the crop. Through personal contact . . . in hundreds of meetings . . . at institutes and agricultural short courses—"Standard" editors are in constant touch with their readers.

Backed by this familiarity with farm conditions, they are well equipped to interpret scientific findings for practical application.

"Standard" readers realize this. That is why they so consistently follow the leadership of "Standard" publications. That, also, is why the advertiser in the Standard Farm Paper Unit is assured consideration of his written message.

EIGHT PAPERS REACHING 2,350,000 FARM HOMES

American Agriculturist
Breeder's Gazette
Farmer and Farm, Stock
and Home

Hoard's Dairyman
Nebraska Farmer
Prairie Farmer

Progressive Farmer and
Southern Ruralist
Wallaces' Farmer and
Iowa Homestead

The STANDARD FARM PAPER UNIT

NEW YORK—Wallace C. Richardson, Inc., Eastern Managers, 250 Park Avenue.

CHICAGO—Standard Farm Papers, Inc., Daily News Building.

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June 29,
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PRINTERS' INK

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Vol. CLV

NEW YORK, MAY 28, 1931

No. 9

Can Branded Staples Compete with the Chains' Private Brands?

Some Deeply Significant Questions Raised by the Coffee Situation

By M. M. Zimmerman

IS the price appeal supplanting the advertiser's appeal of quality? To be more specific, will price—as featured by the chain stores—prove to be a more powerful appeal than quality—as featured by manufacturers of advertised brands?

And if the answer to both these questions is an unequivocal "yes"; in fact, if it is even a somewhat doubtful "yes," what is the future of the advertised brand?

These questions aren't asked aimlessly. They are questions that the chain stores have definitely put before a variety of manufacturers, particularly the advertisers of certain food staples.

There is no better way of getting on the trail of an honest answer than by getting down to a specific case. So let's consider coffee, for with this product all the questions raised above are undeniably very much to the fore.

In 1930 A & P's 15,737 stores sold 190,850,000 pounds of its three brands of coffee. In 1929 A & P's 15,418 stores sold 142,000,000 pounds of its three brands of coffee. The 1930 gain over 1929 was 48,850,000 pounds—probably nearly as much as the total sales of the best selling national brand.

What does this steady and amazing growth of A & P's coffee sales mean in terms of the national brand? Does it portend the decline of the national brand and does it signify that the national coffee advertiser is losing his market to the chains in the same manner national

bread advertisers have lost out to the chains? (Last year A & P's bread sales alone totaled 575,000,000 pounds.)

If those questions are to be answered in the affirmative, many food advertisers have a dreary future ahead.

If the national coffee advertiser is to hold his market, will he be compelled to meet the chain with "price for price?" Assuming that he does attempt to meet the chain with the price appeal, can he do it at a profit? There is a substantial advertising differential between the chain's and the national advertiser's sales and advertising costs. I have been told that present advertising costs on the national coffee brands vary from four to nine cents per pound. The chain's advertising costs average less than two cents per pound.

With the chain content to work on a small margin of profit, it appears that the manufacturer is at a distinct disadvantage when it comes to bucking the chain's price appeal, for if the advertiser were to reduce his price to the chain's level it would probably result in a merry price war, with the chain in the more advantageous position.

Furthermore, in the coffee business the advertiser cannot claim that he is the only one who knows how to prepare quality coffees—or that he controls the quality coffee market. We must take into consideration that the A & P has been in the coffee business as long as, if not longer than any of the


best known established brands, and that if experience is worth anything in any business, the A & P should be able to turn out as fine a brand of coffee. I am told by impartial coffee experts that the A & P brands represent just about as fine a quality as is obtainable in the market today. Therefore, as the largest coffee roasters and importers in the world, A & P should have no difficulty in competing in quality with any of the advertisers.

I am also informed that A & P varies the blends of its brand to meet the particular taste of each section of the country. For example, the 8 O'Clock brand is quite different in blend in the South and in the North. The Red Circle brand, while a big seller in the East, does not sell so well as its other brands in Chicago, because that particular blend does not appeal to Chicago coffee drinkers. In other words, it is not quality that sells coffee so much as taste, and the taste is all in the blend. In each case, however, while the A & P blend may be changed, the quality is maintained at the uniformly high standard.

One of the peculiar facts uncovered is that in the coffee field national advertising has so far not been able to do the job as effectively for coffee as for other products. The facts gathered show that so far not a single national advertiser, with even a generous advertising expenditure, has as yet been able to obtain uniform distribution throughout the country. Branded coffee distribution is spotty and concentrated, enjoying good sales in certain sections of the country, but hardly any sales worth mentioning in other areas—despite the national advertising coverage the product receives. The same amount of advertising ex-

pended on other products usually develops a far greater and more intensive distribution with greater sales per advertising dollar cost.

One of the reasons why the coffee advertiser is faced with a com-



NATIONAL COFFEE WEEK
for the nation that drinks the most coffee

★

THE WORLD'S GREATEST COFFEES
AT SPECIAL LOW PRICES
IN A & P FOOD STORES . . .

	EIGHT O'CLOCK . . . MILD AND MELLOW	19¢
	RED CIRCLE . . . RICH, FULL-BODIED	23¢
	BOKA . . . EXQUISITE AROMA AND FLAVOR	27¢

No finer coffee are grown than the blends of Eight O'Clock, Red Circle and Boka and these famous blends are bought by the greatest number of coffee drinkers.

In the few months since A & P inaugurated its Coffee Service, our coffee sales have increased tremendously. So we are able to make specially attractive prices during National Coffee Week, thus giving you an opportunity to buy these three blends at a selling cost, and choose the coffee to suit your taste with the greatest possible economy. Reasonable value coffee you like best is the best no matter what it costs.

Other popular coffees also appear priced:

BEECH-NUT . . . 39¢
YUBAN . . . 39¢
DEL MONTE . . . 39¢
CHASE & SANBORN . . . 39¢

Coffee authentication is covered by A & P Coffee Service:

• The Coffee is not your Taste . . .
• Truly Natural . . . Certainly Good . . .
• Just a Brewster, containing everything we have to make good coffee even better.

A & P COFFEE SERVICE

The Manner in Which A & P Features Its Price and Quality Appeal Is Imposing

petition which will steadily become more difficult to overcome and which may limit the future sales of his brand, is best illustrated by this fact: During the week of March 30, when A & P featured its three brands of coffee in National Coffee Week at new reduced prices and advertised them extensively at 19 cents, 23 cents and 27 cents, respectively, it incorporated in its advertisements the following copy.

Other popular coffees are also specially priced.

Beech-Nut . . . 39¢ per pound
Yuban . . . 39¢ per pound
Del Monte . . . 39¢ per pound
Chase & Sanborn . . . 39¢ per pound

The price differential between A & P and the national brands is

from 12 cents to 20 cents per pound. The manner in which A & P features its price and quality appeal in its advertising is imposing. No reader can possibly overlook it.

In other words, A & P is emphasizing its position as the largest coffee company in the world. It is telling its 5,000,000 customers in a most convincing manner that they can save from 12 cents to 20 cents per pound on its three brands of coffee and it guarantees them to be the finest coffee blends obtainable. Such an appeal is bound to create the desired results. Otherwise, how can we account for A & P's sales increase of 48,000,000 pounds of coffee in one year, and what other reason can we offer to justify the total yearly sale of 190,850,000 pounds of coffee through some 15,000-odd outlets?

Of course, there is only one A & P. But the other chains are duplicating A & P's results proportionately. They are meeting A & P's price and their coffee sales have increased in proportion to their store outlets. Total them up and it would not be surprising if the result showed that the chains today enjoy the major volume of the country's total coffee sales.

A number of chains are of the opinion that the national brands are losing out in their stores. The reason they advance is that they are limiting the sale of nationally advertised coffee to as few brands as possible. As a rule, one or two national brands usually enjoy a fair sale but in comparison to their own sales the advertised brands represent but a small fraction of their coffee business. For example, one chain states that its private brand coffee business represents 80 per cent of its total sales. The ratio of its own brands to that of the national brands is as follows:

8 to 1 for the first best selling national brand.

12 to 1 for the next best two selling national brands.

15 to 1 for the fourth best selling national brand.

20 to 1 for the fifth best selling national brand.

The fifth best selling national

brand has been trying to break into the New York market for some time, with little success so far, although it has spent liberally to advertise its coffee and force distribution through the chains. It even entered into a special deal with one of the leading chains, which for a while featured it throughout its stores.

Cost of the Vacuum Pack

Another chain-store buyer stated that there has been no increase whatever in the sale of the national brands in his stores for the last year. "As a matter of fact," he continued, "the tendency has been toward a decrease in the sale of these brands. I am firmly convinced that price today is the determining factor in the coffee business. Regardless of the claims made by national advertisers, unless they can meet the price appeal of the chain, the whole national advertising appeal will fall short."

"We had that experience when one of the national coffee brands was reduced within the price range of our own brands. We featured this coffee for a few weeks and the sales jumped up tremendously. We admit that where the price differential is but a few cents, the national brand will get its share of the business, but where the price differential is so great that it represents a substantial saving, we do not care what the appeal is, the customer is interested in price and she will buy our own brand every time she can save."

Another chain-store buyer claims that the vacuum packing process alone costs around 4 cents per pound, which must be added to the price. "We do not use the vacuum pack," he emphasized, "because our stores are all within a short radius of our coffee roasting plant and we can deliver coffee two to three times a week to every store, if necessary. We can duplicate any brand that the national advertiser puts out, and at all times save the customer from 10 cents to 12 cents a pound. With such a differential between our retail price and the advertiser's price, we are not

(Continued on page 116)

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"Possibly you can tell
us how you do it"

es Moines Register and Tribune
es Moines, Iowa

entlemen:

we cannot resist telling you about our
experience with your newspaper.

In the liquidation of our outboard motor
stock to the public we used the classified
sections of 74 leading newspapers of the
country.

After the first insertion we marveled at
the volume of inquiries which came in from
the state of Iowa. Each succeeding insert-
ion further convinced us that there was
something about reader faith and interest
in your newspaper which did not exist in
other localities. The ratio of sales to
inquiries from The Des Moines Register and
Tribune was also astonishingly large.

The fact is that we received more inquiries
per insertion from the area served by your
newspaper than from the area served by
our Boston, Philadelphia, Washington,
Cleveland, Chicago, St. Louis, or Minneapolis
sections.

Possibly you can tell us how you do it.

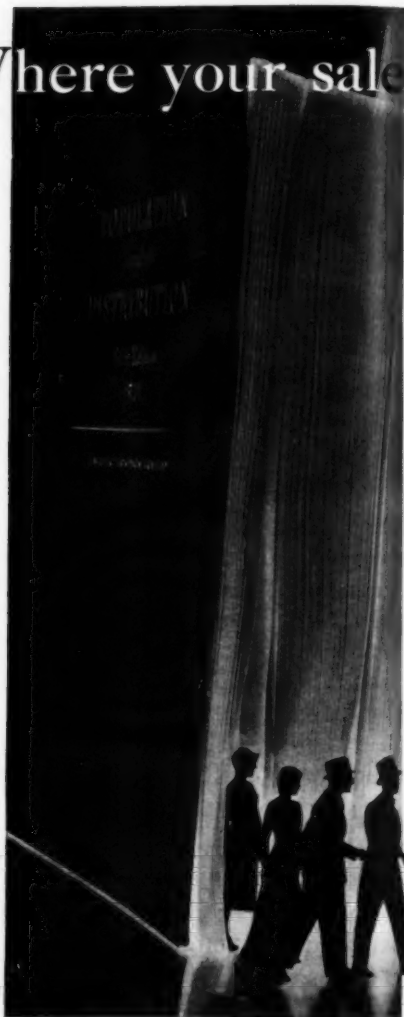
Yours very truly,

REPUBLIC RADIO CORPORATION
Detroit, Michigan

April 16, 1931

Where your sales

Markets are people. "Population and its Distribution" will be the index of market opportunities for the next ten years... 640 pages. Page size 8 1/2 by 11 inches. 90 pages of maps. Bound in maroon board. Price \$10, refunded if, after 5 days' examination, you decide to return the book.



J. WALTER THOMPSON Company

New York, Chicago, St. Louis, Boston, Cincinnati, San Francisco, Los Angeles • Montreal, Toronto • London, Paris, Madrid, Berlin, Stockholm, Copenhagen, Antwerp • Alexandria, Port Elizabeth • Buenos Aires, Sao Paulo • Bombay • Melbourne, Sydney • Batavia • Wellington • Osaka

May 28,

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shopping areas in

"POPULATION and its DISTRIBUTION"

5th Edition—just off the press

WHERE they live—what they
earn—where they shop—
with this knowledge can the
present need of economy in sales
be met.

It's all in the new 5th Edition
"Population and its Distribu-
tion." Tabulations arranged not
from the standpoint of statistics,
but of sales. The selection of mar-
kets. The establishment of quotas.
The allocation of sales and adver-
tising appropriations.

Look through the questions in
the next column—they suggest
a range of information at your
command in "Population and its
Distribution."

Previous editions have been
found indispensable by the leaders
of American business. The new,
expanded edition—published for
us by authors, J. Walter Thompson
Company, by Harper & Brothers
will have even wider usefulness.
The price is \$10.

Examine the book for 5 days,
and if it does not meet your ex-
pectations, return it. Your money
will be refunded. The coupon is
for your convenience in ordering.

What is a "shopping center"?

For the purposes of "Population and
its Distribution," a town with three or
more department stores with a rating
of more than \$200,000 each, has been
designated a "shopping center"—ex-
cept where a town of this type is ob-
viously subordinate to a larger city
near-by, in which case the smaller
town is designated a "sub-center."

What is a "shopping area"?

In general, the territory within which
one of these "shopping centers" is
more accessible than any other."

Into how many "shopping areas" is the
country divided?
681.

How many shopping areas is it necessary
to cover to reach one quarter of the
country's population?

13 areas have a population of 34,382-
379—or 28% of the total.

How many shopping areas must be added
to reach the second quarter of the pop-
ulation?

68: They contain 26.9% of the total.

How many must be added to reach the
third quarter?

162—containing 22.4% of the total.

How many areas must be covered to
reach the fourth quarter?

438 areas, tributary to centers of less
than 25,000, contain 22.7% of the
total population.

How many families—Individual Income
tax returns—farms—home telephones—
residential lighting customers—automob-
iles costing under \$1000—and automob-
iles costing over \$1000—in each State?

... How many people—Individual Income
tax returns—automobiles costing under
\$1000—and automobiles costing over
\$1000—in each County in the United
States?

The answers to these and many other
significant questions are ready in
"Population and its Distribution."

J. Walter Thompson Co., Dept. E
420 Lexington Ave., New York, N.Y.
Please send me copies of "Popu-
lation and its Distribution," 5th Edi-
tion, at \$10 per copy. I am privileged
to return the book within 5 days, and
my money will be refunded.

Name _____

Address _____

Company

San Francisco, Los
Angeles, Stockholm,
New York, Buenos
Aires, Sao Paulo,
London, Osaka

Trained Seals in Advertising

The Shadow of Multiplied Use of the Seal of Acceptance Threatens the Copy Writer's Job

By P. H. Erbes, Jr.

IN leafing through the advertising pages these days, a person becomes impressed with the growing variety of "accepted" and "approved" seals that dot the advertisements. There are advertisers who have qualified for three or four seals and advertisements with two different seals in them are now a reality, though not common.

All these existing seals, let it be noted, are undoubtedly the instrument of a fine influence upon advertising by the associations or publications that sponsor them. But when one thinks about the American tendency to overwork a good thing it becomes apparent that this seal business is potentially something to worry about, to the extent of 500 words at least. For, while there is no fault to be found in the present situation, it may easily be that we are witnessing the slowly gathering impetus of a flood wave of seals of acceptance. Let anyone who will say that advertising is immune to the overworking tendency canvass a woman's magazine for the number of babies in cute poses that coo the delights of some product or another in the first person, singular.

Certain it is, to one who has the interests of the simple life and the copy writer's job at heart, that a halt is indicated when the total number of seals gets to, say eight. Even with the present temperate number, the situation as regards the advertising layout becomes fairly acute if somebody gets enterprising and steps out and qualifies his product for all of the existing seals. Obviously a coupon would be entirely out of the question, the company address would probably have to be left out and the logotype sliced down somewhat.

But what assurance is there that the number of seals signifying approval for the advertiser's product and available for his use will stop

at eight, or eighteen, or eighty? Maybe we'll see the S.P.C.A. out with a seal of acceptance. And perhaps the D.A.R., W.C.T.U., Elks, Junior Leagues, National Organization for Public Health Nursing, League of Nations Non-Partisan Association, North End Woman's Club, Eastern Star and the Republican Party. To say nothing of all the newspapers, all the magazines, all the business publications, all the farm papers and all the television stations.

Might as well get into all the worst of it. One sees on the dim horizon of a few years hence super-seals of acceptance. That is, seals of acceptance for seals of acceptance. Because once the number really started to mount there would have to be some means of separating the goat seals of acceptance from the sheep seals of acceptance and seals for the seals is the logical solution.

But long before the complex situation outlined in the paragraph immediately above had been reached, the circumstances so far as advertising itself were concerned would be quite bad enough. It goes almost without saying that no profit-minded advertiser could afford to risk being without any of the eighty or more available seals. No Y.W.C.A. seal, no Y.W.C.A. market, to say nothing of the sympathetic ill-will in the Y.M.C.A. market. His seal-minded competitor would score heavily. And so copy would soon have been crowded out entirely. The premium for advertising brains would be on those that could figure out a way to slip in the name of the product somewhere without going to five pages.

On the basis of the possibility of extra pages this whole thing might actually appeal to the gentlemen who have space to sell. But sometimes those gentlemen, whom I nevertheless respect very much, are

Thorough Trading Area Coverage Through One Newspaper!

Comic Section Space for Color Advertisers

COLOR advertisers may now place their message before the largest newspaper audience in Wisconsin in the 12-page, 4-color comic section of The Sunday Milwaukee Journal.

Space is available in full page size, which is 7 columns by 298 lines or in a bottom-of-the-page unit of 7 columns by 28 lines.

In addition to this 4-color presentation in the comic section, The Sunday Journal offers color advertisers the same process in the magazine section, as well as gravure in either monotone or natural color. And it is still the greatest sales power available to you in the Milwaukee-Wisconsin market.

THE MILWAUKEE JOURNAL

FIRST BY MERIT

National Representatives . . . O'Mara & Ormsbee, Inc.

New York Chicago Detroit Los Angeles San Francisco

Maximum Sales Available at One Low Advertising Cost!

inclined to be a little crass in their outlook upon matters of this kind. Their viewpoint notwithstanding, advertising faces a serious problem which, put succinctly, is this:

Will the advertisement of the future look like an Eagle Scout's shirt sleeve?

Butterfield, Schied & Associates, New Business

Butterfield, Schied & Associates is the name of a new advertising business formed at Syracuse, N. Y., with offices in the Union Building. The principals are Clayton W. Butterfield, for the last three years manager of his own advertising agency at Syracuse, and Alwin J. Schied, formerly vice-president and treasurer of Barlow, Feeley & Richmond, Inc., advertising agency, also of Syracuse.

Harold Greene, who has been associated with Mr. Butterfield for many years, is art director. W. A. Bruce, formerly advertising director of the Brewer-Titchener Corporation, Cortland, N. Y., will specialize in layout and copy writing and Lester B. Sawyer, former president of the Protectahood Corporation, Auburn, N. Y., will serve in a sales and account executive capacity. Miss Anne Boigel is secretary.

Guy Richards Leaves McCann-Erickson

Guy Richards, vice-president and manager of the media department at New York of McCann-Erickson, Inc., has resigned because of ill health. He will retire from active business for an indefinite period.

The media department will be handled as follows: E. F. Wilson will be in charge, primarily, of magazines, farm papers and business papers; L. S. Kelly will be in charge of newspapers, and William Bolton will be in charge of outdoor. Their activities will be conducted under the supervision of L. D. H. Weld, director of research.

W. H. Johnson, Western Manager, Hearst Comics

William H. Johnson has been appointed Western manager of The Hearst Comics. He will make his headquarters at Chicago. Mr. Johnson previously was advertising manager of the Washington, D. C., *Times* and *Herald*, Hearst newspapers.

D. P. Maxwell to Join "American Legion Monthly"

Douglas P. Maxwell, for the last four years with Batten, Barton, Durstine & Osborn, Inc., advertising agency, will join the Eastern advertising department of the *American Legion Monthly*, Indianapolis.

"Pictorial Review" to Have Own Advertising Department

Effective with the closing date of the December, 1931, issue of *Pictorial Review*, Paul Block and Associates will withdraw as advertising representatives. This change will become effective September 25, according to an announcement received from George S. Fowler, vice-president of The Pictorial Review Publishing Company, New York. It will conclude twenty-three years of close association between the Block organization and *Pictorial Review*.

Pictorial Review will at once form its own advertising department. T. Wylie Kinney will join the publication on June 15. Oliver B. Merrill, for many years with the *Youth's Companion* and with the consolidated publication following its merger with the *American Boy*, will join the advertising department on June 1 as will F. D. Wood, formerly with the International Magazine Company and, more recently, with Paul Block and Associates.

New Campaign for Sugar

The California and Hawaiian Sugar Refining Corporation, Ltd., Crockett, Calif., has appointed the San Francisco office of Fuller & Smith & Ross, Inc., advertising agency, to direct its advertising account. The company is owned by a group of about thirty sugar plantations in the Hawaiian Islands. Its products have never been advertised to the consumer, but now enter the field with a brand name and a line of cartons and bags. An advertising campaign to consumers will be introduced.

E. C. Hastings, General Manager, "Dry Goods Economist"

Ernest C. Hastings, president of the Textile Publishing Company, has, in addition, assumed the post of general manager of the *Dry Goods Economist*, a unit in the Textile company's group.

A. C. Pearson, who had been president of the Textile Publishing Company, now serves in a newly created position as chairman of the board.

Des Moines "Register" and "Tribune" Appoint Feldmann

Charles J. Feldmann, formerly with the Scripps-Howard national advertising organization in New York, Detroit and Chicago, has been appointed national advertising manager of the Des Moines, Iowa, *Register* and *Tribune*. Hugh B. Lee, who has been acting as national advertising manager, will continue with the department in a sales capacity.

Has Peter Schuyler Cigar Account

G. W. Van Slyke & Horton, Albany, N. Y., manufacturers of Peter Schuyler cigars, have appointed Moser & Cotins, Brown & Lyon, Inc., advertising agency of New York and Utica, N. Y., to handle the advertising of Peter Schuyler.



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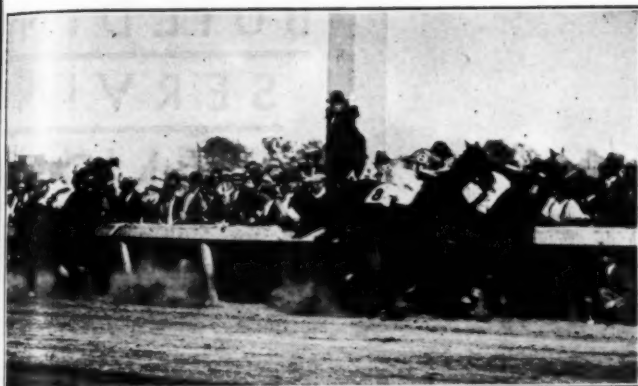
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Twenty Grand Was First, So Was the Detroit News With Photographs of the Kentucky Derby

When Detroiters got their copy of The News on Sunday, May 19th, they saw pictures of the start and finish of the great Kentucky Derby—the first time this has ever been accomplished by any newspaper so far from the scene of the event.

The story of how it was done is significant of Detroit News enterprise. By special arrangement a private car had been in line at the Derby from 11:30 a. m. At 5:15 when the race was over, Detroit News photographers in this car were on

their way to The Detroit plane, making the eight miles to the flying field in 10 minutes. At 5:27 The Detroit News plane was in the air.

By 5:36 The Detroit News plane was in Detroit, almost as soon as many of the spectators were able to get away from the famous track.

Such enterprise is characteristic of Detroit News photographic and news service and explains its reader interest for Detroiters and its resultant advertising leadership.

The Detroit News

New York
I. A. KLEIN, INC.

THE HOME NEWSPAPER

Chicago
J. E. LUTZ

Member 100,000 Group of American Cities

BUILDING SERVING SELLING A RADIO

When radio was in its first critical days Chicago Daily News pioneered in building an audience for broadcasts, in building a market for radio products . . . established the first newspaper-owned broadcast station in Chicago . . . created in its pages a daily radio news department . . . Through the nine years that have followed The Daily News has continued this support of the market, developed and expanded its service to the radio public . . . Today WMAZ its radio station, presents from one of the finest studio suites in the country a twenty-hour program of the best in broadcast

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MARKET

ough W9XAP—the first newspaper-
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ket . . . responsive, intelligent, willing
able to buy the best in radio. And
e in The Daily News is a great medium
linked to this market by nine years of
tinctive service to its needs.

ADVERTISING REPRESENTATIVES:

CHICAGO
Home Office
Daily News Plaza
Tel. Dearborn 1111

NEW YORK
John B. Woodward, Inc.
110 E. 42d St.
Tel. Ashland 4-2770

DETROIT
Joseph R. Seclero
3-241 General Motors
Bldg.
Tel. Empire 7810

SAN FRANCISCO
C. Geo. Krogness
363 Crocker 1st Nat'l
Bank Bldg.
Tel. Douglas 7892

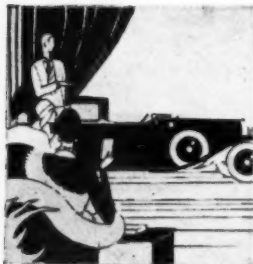
MEMBER OF THE
100,000 GROUP OF
AMERICAN CITIES

THE CHICAGO
DAILY NEWS
CHICAGO'S HOME NEWSPAPER

AUTOMOTIVE SALES

18.5% *ABOVE Average*

In Oklahoma City



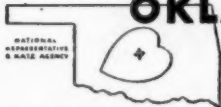
FOR years we have maintained Oklahoma City to be above average as a sales territory. We have ample proof in the authentic and reliable Census Bureau statistics on retail distribution now available for the first time in history.

Comparing per capita automotive sales in seventeen cities between 150,000 and 300,000 for which the Census Bureau has released reports, Oklahoma City leads every one with \$149.30, exceeding the average of the group by 18.5%. Such cities as Akron, Dallas, Denver, Fort Worth, Grand Rapids, Oakland and Syracuse are included in the group.

Oklahoma City spent 38% more per capita for gas, oil, tires, accessories and repairs than the average of these seventeen cities, leading them all with \$56.68 for every man, woman and child. The per capita sale of automobiles was \$92.62, or 9.5% above the average for the group.

The profitable sales opportunities in the Oklahoma City Market can be developed at one low advertising cost with an adequate schedule in the Oklahoman and Times.

The **DAILY OKLAHOMAN**
OKLAHOMA CITY TIMES



OKLAHOMA FARMER-STOCKMAN
RADIO STATION W K Y

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Ten Necessary Planks in a Co-operative Advertising Platform

How Commonwealth Has Increased Dealer Co-operation from 22.4 Per Cent to 72.4 Per Cent

As Told to C. B. Larrabee

By Walter G. Avery

Advertising Manager, Commonwealth Shoe and Leather Company

IN many industries today it is cheaper and in the long run more profitable to develop a compact group of dealers than to embark on a policy of expanding the dealer organization rapidly. In fact there are many indications that one of the chief characteristics of our next business phase or cycle will be the work of many manufacturers to consolidate themselves with dealers they already have developed rather than to follow the pioneering traditions of American distribution which meant the continued opening of new outlets.

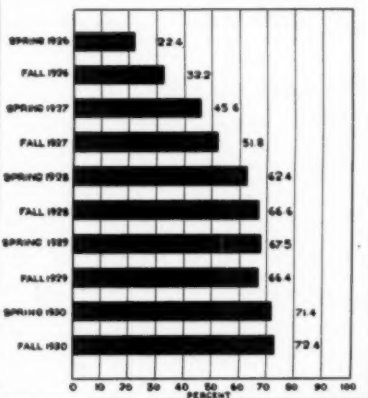
There are several reasons for this. First, of course, is the fact that many industries have almost reached the dealer saturation point, which means that in the future manufacturers who seek new dealers must find them largely in the ranks of competitors' dealer organizations. Rather than engage in the bitter battle for outlets, wise manufacturers are leaving competitors' dealers alone and consolidating their positions with the dealers they have now.

A second reason is economic. A number of manufacturers have found that if you have, say, 5,000 dealers and are able to double their sales you are in a better position than if you add another 5,000 dealers and double your total sales volume without appreciably lifting the volume of sales made by any of your established dealers. In other words, the cost of getting new business through new dealers is often much higher than the cost

of increasing business with established dealers.

The Commonwealth Shoe and Leather Company, manufacturer of Bostonian and Footsaver shoes has recently completed the fifth

INCREASE IN DEALER COOPERATION
COMMONWEALTH SHOE & LEATHER COMPANY



year of a dealer co-operation policy based consciously or unconsciously on this reasoning. The result, expressed in figures, is striking evidence of the possibilities which lie in an established dealer group. In the spring of 1926 22.4 per cent of our dealers were giving the company what it considered worthwhile dealer co-operation. In the fall of 1930 that figure had been raised to 72.4 per cent. During that time the number of dealers had remained almost constant.


What is most significant is that 1930 was a poor year in the shoe business. In spite of this fact, the number of dealers co-operating

BOSTONIAN NATIONAL ADVERTISING
Helps Sell Your Goods
in Your Store

JANUARY

FIRST HALF

BOSTONIAN NATIONAL ADVERTISING
Helps Sell Your Goods
in Your Store





NEW YEAR'S

• This period should be a great selling one for you.

Many people never purchase a new suit, or visit for you. About this time many purchases in business are made. Are you beginning to lose their trade?

Make a clearing of your September and October sales to customers, and get to work with them by mail or telephone, suggesting that you would like to have them see your clearances during the New Year's period.





NEWSPAPER

• There is no other place and better general types of ads. Don't overlook the demand for Bostonian ads for the New Year's period.


See page 10-11, inclusive, for newspaper suggestions.


B

BUSINESS BUILDER - B

• Develop your store to reach new places - it's essential.

Whether you have a main store - a city branch, or even one of general public interest, we shall give you the national volume of your local newspaper, this is the best kind of advertising.







DIRECT MAIL

• Use our extensive staff of personnel. Please! Don't be generous with special business cards, or get the message of Bostonian ads - don't just get to New Year's Day.


These cards are only 100 the thousand, including postage, and may save you any with to use can be prepared. If you want, your own department is included. Examples on request.





WINDOW

The window shows above everything the spirit of the new year. It can be obtained upon with the aid of your own good imagination. But to the same simplicity it will sell shoes rapidly. See page 11 for enlarged window and other suggestions.



A Page from the Bostonian Service Book Which Gives a Schedule of Advertising Activity for the Dealer

(and co-operation means a real investment in money on the part of dealers) increased steadily. In 1929 about one-half of the dealers used their own money to advertise Bostonian shoes with a total of close to 2,500,000 lines. In 1930 the percentage of dealers advertising Bostonians had increased to nearly 56 per cent and the lineage, in a bad year, had dropped less than 400,000.

Our distribution plan is based on exclusive dealerships. In most communities Bostonian shoes are handled by only a single dealer and even in the larger cities the company has carefully guarded dealers from intensive competition from other dealers. This has meant a comparatively small (small if viewed in the light of the grocery or drug industries) dealer organization which has remained about static in number for several years.

About five years ago we decided to follow an aggressive dealer service policy which would mean more help from us, but at the same time, implied greater co-operation from the dealers. The company's decision was hastened by the fact that the men's shoe field—Bostonians are made exclusively for men—has not developed along too satisfactory lines.

First, men's shoes last longer than they used to. Men walk less and ride more, which means less wear. Also, shoes are better made.

In the second place, even today, men, so far as shoes are concerned, are not very style-conscious. Many an otherwise well-dressed man gets along with two pairs of shoes—one tan, one black. Possibly he buys a pair of sport shoes. That's all.

Finally, the price trend of men's shoes has been steadily downward. This trend, accompanied by reduced sales and reduced profits, has made shoe dealers pretty discouraged about their men's business.

Commonwealth appreciated these conditions and appreciated further the fact that the manufacturer who would be successful in the future would be the manufacturer who showed dealers how to build volume against the general business trend.

"The success of Bostonians," we reasoned, "is dependent upon the success of our dealers. The average shoe retailer needs help; merchandising counsel, ideas, plans and suggestions suited to his business. If we supply these needs in practical form we can expect his co-operation. In order to get it, however, we must keep our

mind always on that word, 'practical.'

The company then set a standard of co-operation which we believed was essential to dealer success. We created the Bostonian Honor Roll. In order to have his name on that roll the dealer must engage in a certain number of co-operative activities. A list of activities follows:

1. Properly identify his store with Bostonian signs.
2. Run local newspaper advertising featuring Bostonians.
3. Use Bostonian display material.
4. Use Bostonian direct-mail material.
5. Use Bostonian interior store signs.

The dealer did not have to engage in all of these activities, but the company feels that he should display the sign and engage in at least one other co-operative activity. He pays for all of this co-operative work, the company furnishing him certain material at cost.

As already pointed out, during the first season under the new plan 22.4 per cent of the dealers co-operated. Last fall 72.4 per cent co-operated. This remarkable gain was due, of course, to intensive work on the part of the company.

The first step in the development of dealer co-operation was to get the salesmen behind the plan. It was essential that they believe in it in order to do their work properly with dealers.

We prepared a service book in which was outlined our various aids. Copies of this were sent to every dealer and, in addition, an entire day was spent by the advertising agency handling our advertising in explaining the national advertising and local advertising and what a good tie-up means to dealers.

The first service book seems a little crude today when compared to the book issued for the spring season—but it was far from crude when compared to anything the dealers were accustomed to at that time. It outlined the co-operative plans, showed the helps the dealer

could get, suggested window displays, etc. Since then two service books have been issued each year, one for each season.

Today's service book is more elaborate than the first one, based, as it is, on the lessons taught by four years of intensive work.

First, it gives the dealer a complete retail advertising schedule for men's shoes. The schedule is divided into semi-monthly activities, each based on a seasonal idea. For instance, in October the dealer ties in with football and Hallowe'en, in November with Armistice Day and Thanksgiving. Plank One in the company's co-operative platform is "Give the dealer timeliness in his advertising."

Plank Two is "Lay out a complete campaign. The better the campaign the more likely will be the dealer to use it or a large part of it." Thus the schedule suggested to the dealer covers timely tie-up of all helps to the seasonal motif. Few dealers, particularly small town dealers, will use all of the suggested helps, but many of them will use more than they might if a complete program was not suggested.

Therefore, we arrive at Plank Three: "Give the dealer more than he needs and he is more likely to use as much as he needs."

Plank Four is "Give the dealer the kind of helps which will make his advertising just as good as he could buy if he hired the best advertising brains available." Looking through the mats offered the dealer you will find advertisements which for copy, typography, illustration and layout are excellent in every way. The result is that the dealer will like them and, using them, will find that they really pull business.

Plank Five is "Give the dealer a wide variety of advertisements to choose from." Bostonian mats include advertisements of various sizes, featuring many different models.

Plank Six is "Make the dealer's advertising as localized as possible." During the present season the company has carried this to the point where in headlines and copy the name of the dealer's town is

inserted thus: "A new convenience for the better dressed men of Buffalo (or Smethport or Dayton or Council Bluffs)." Of course, the company has followed the wise policy of giving plenty of room for the dealer's own name in the signature. These are Bostonian advertisements, but with the dealer's signatures, they are also the dealer's advertisements.

"Tie the local advertising to the national advertising" is Plank Seven. Thus there is a definite relationship all along the line from the national advertising to the dealer's window advertising or newspaper copy.

"Don't stop co-operation with asking for co-operation" is the Eighth Plank. The company not only gives the dealer the service book, it stands ready to advise him on individual problems. Even in the service book it inserts little paragraphs of sales suggestions which will help the dealer's salesmen get more sales.

"Make the plan as nearly automatic as possible." Plank Nine is there because the company knows that the more difficult it is for dealers to work out the co-operative plan the fewer dealers will use the plan.

"Strive always to improve the material by profiting by the lessons learned in the past," is Plank Ten. The service offered the dealer today is vastly superior to what he was offered four years ago. The dealers themselves are responsible for that because their suggestions have been studied and followed where practicable. Too few manufacturers working on co-operative plans realize that a dealer's refusal to order a help is really his suggestion that the help is no good.

All too often the retailer is damned by the manufacturer as a lazy, grasping nuisance—a necessary but annoying cog in the wheels of distribution who will neither operate nor co-operate as the manufacturer thinks he should. Just as often the manufacturer is as wrong as he thinks he is right—wrong because he hasn't taken the pains to acquaint himself with the

practical problems of running a retail store.

There is every indication that competition in distribution is going to be keener as the years pass. The manufacturer with a compact, enthusiastic dealer organization is the manufacturer with the best chance to survive.

H. L. Gage and W. S. Haynes to Join Altman's

Harry L. Gage will join B. Altman & Company, New York department store, on June 1, as director and vice-president in general charge of promotional activities. He will resign as secretary of the Bartlett Orr Press, as president of the William H. Denney Company, Inc., and as director of Linotype typography of the Mergenthaler Linotype Company. W. S. Haynes, also with the Bartlett Orr and Denney companies, will join the Altman organization on that date as advertising manager, succeeding Edwin S. Marston.

Herbert Porter Returns to Hearst Papers in Atlanta

Herbert Porter, who has been advertising director and a director of the Atlanta *Constitution*, has been appointed vice-president and general manager of the Hearst newspapers in Atlanta—the *Georgian* and the *Sunday American*. Mr. Porter had been with the *Constitution* since 1926, before that having been with the *Georgian*, first as advertising manager and then as advertising director.

Wood, Putnam & Wood Add to Staff

Paul F. McCarthy and George Carlton Adams have joined the Wood, Putnam & Wood Company, Boston advertising agency. Mr. McCarthy formerly was with *Giftwares*. Mr. Adams formerly was with the Boston office of Albert Frank & Company. He also had previously been advertising manager of L. P. Hollander & Company.

Snuggle Rug with MacDonald-Cook

The advertising account of the Snuggle Rug Company, Goshen, Ind., is now being directed by the MacDonald-Cook Company, South Bend, Ind., advertising agency. Magazines, women's publications and business papers will be used in the fall and winter campaign now being planned.

"Cosmopolitan" Appoints M. G. Rollins

Malcolm G. Rollins, recently executive secretary of the Dartmouth Club of New York, has been made promotion manager of *Cosmopolitan*, New York. He was formerly with the J. Walter Thompson Co. and the Condé Nast Publications.

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Chosen by The American Magazine as the typical family of all America

Meet the Browns of Indianapolis

At 4144 Carrollton Avenue, Indianapolis, lives the Merrill J. Brown family, chosen by The American Magazine as America's typical family. The Browns own their home, a car, an electric sweeper, washer and ironer, an automatic refrigerator, a radio and telephone. *Like more than 4 out of every 5 Marion County (Indianapolis) families, they are, and have been for years, regular readers of The News.*

To find the typical American family it was necessary first, to find the typical American city. This would be Indianapolis, decided M. K. Wisehart, who made the choice. For, writes he, Indianapolis is . . . "at the 'four corners' of the continent." It has long been a center for railroads. Two famous highways, the West Dixie and the National Road, intersect at its heart. It is a transfer point for air passengers. It is the nearest large city to the centers of population and industry. Its population is 94% native born.

Here is a market that meets every specification for profitable selling . . . economically covered by one newspaper, The News . . . *habitual* family buying guide . . . *first* in Indianapolis for 36 consecutive years.



Member of the 100,000 Group of American Cities

THE
INDIANAPOLIS NEWS
1st in Indianapolis for 36 consecutive years

New York: DAN A. CARROLL
110 East 42nd Street

DON U. BRIDGE
Advertising Director

Chicago: J. E. LUTZ
Lake Michigan Bldg.

*"Some people flee from the obvious
as unprofitable. Others make their
fortunes by putting it into action."*

LORD WANDERFOOT

(NOW TRAVELING IN THE UNITED STATES)

All selling problems are not identical nor are they all solved in the same manner.

The worth of the Boone Organization to you lies in its *repertoire* of experience. It represents ELEVEN MARKETS, a trade empire of 20,000,000 people.

Consider how much merchandising activity must be going on within these boundaries and how a familiarity with such wide and varied marketing

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efforts eliminates the need to theorize.

The value of the basic market surveys which the Boone Organization undertakes for sales and advertising executives does not rest alone upon tabulated facts. To these must be added the equally profitable knowledge this organization possesses which outlines the *surest* and *happiest* procedure.

CALL THE BOONE MAN



RODNEY E. BOONE ORGANIZATION

INTERNATIONAL MAGAZINE BUILDING

37th STREET AT 8th AVENUE, NEW YORK CITY

CHICAGO

Hearst Building

BOSTON

Winthrop Square

PHILADELPHIA

Fidelity Philadelphia
Trust Building

SAN FRANCISCO

Hearst Building

DETROIT

General Motors Bldg.

ROCHESTER, N. Y.

Temple Building

D A I L Y

New York Journal

Boston American

Albany Times-Union

Detroit Times

Syracuse Journal

Rochester Journal

Washington Times-Herald

Chicago American

Baltimore News

Omaha Bee-News

Atlanta Georgian

S U N D A Y

Boston Advertiser

Albany Times-Union

Detroit Times

Syracuse American

Omaha Bee-News

Washington Herald

Baltimore American

Rochester American

Atlanta American

TEN automobile companies show a gain in sales in Wayne County during the first four months of the year, compared with 1930.



LAST year these ten companies placed 33% of their advertising with The Free Press, 37% with the first evening newspaper and 30% with the second evening newspaper.



THIS year, however, these ten companies placed 40% of their advertising with The Free Press, 37% with the first

evening newspaper and 30% with the second evening newspaper.



YOU will observe something here immediately:



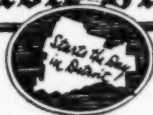
THAT by increasing their advertising lineage in The Free Press 7%, these ten automobile companies increased their sales by 17.6%.



IS there a moral in this?

The Detroit Free Press

VERREE &
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Wage Cuts and Wild Words

The Argument Gets More Heated and Some of the Thoughts More Bewildering

By Roy Dickinson

EVERY day there is a new diagnosis for the sick patient to read with his coffee and rolls. At every meeting a new suggestion is offered, and picking one's favorite panacea is a sport that competes with bridge and backgammon as an evening's entertainment.

The unfortunate thing about the present wage fracas is that some people are attempting to relate theory to fact in a situation which is serious and needs analysis rather than argument. Although Secretaries Mellon, Lamont and Wilbur have come out flat-footed against the theory of a general reduction in wages, we hear even more from other sources about the necessity for a horizontal wage reduction "to complete the readjustment," to "accelerate the normal operations of sound economic law," to "liquidate labor when liquidation has been so complete in other directions."

This is an unfortunate situation. In the first place, it is too bad that the whole matter is being considered on a horizontal and general basis. Financial services, writers, some economists want to cut all wages whether they represent 31 per cent of cost—as in the steam fitting industry—or a very minor item of cost, as in the chemical industry and portions of the package food industry. An individual concern can't be blamed for telling its workers that, without orders and having been for months in the red, it is going to be necessary for some people to take an enforced vacation, but for other people to assert loudly that great benefits will result from wholesale horizontal wage cuts in every industry, that such a policy in any way promotes recovery from unemployment or depression is an economic fallacy according to careful students of real wages, production and past history.

One cannot doubt the sincere belief of a small manufacturer who

is up against it, that he will either have to lay off men, ask them to accept temporary reductions or go out of business. Other concerns may wish to cut wages, to offset an increase in costs due to obsolete machinery, or excessive rates of return on an inflated capital structure. In some cases, wage reductions have lowered labor costs, in others, they have increased them. In almost every case, they have been known to raise sales costs and they seldom, if ever, have stimulated consumption under the conditions of fear, insecurity and lost morale which accompanies general wage reductions.

Our economic difficulties are as complex as life itself. It is extremely unlikely that their meaning can be comprehended in full by any one man or group of men who issue pronouncements, write editorials or issue financial services. As an editorial in *The Iron Age* pointed out recently: "Wage cuts, where they are being made, are not being prompted by a belief that they will bring about economic recovery. Certainly wage revisions to date, and there have been plenty of them, have failed to accelerate the tempo of business. Wage rates are being reduced reluctantly, we believe. Management's problem is not to complete the readjustment but to keep as many employees at work as possible."

This editorial goes on to point out the remarkable record of the U. S. Steel Corporation, which divided available work among its employees. The results became apparent with new force when Myron C. Taylor, chairman of the Finance Committee, recently stated that so far as he was aware not a single employee of his company (and there are more than 230,000 of them) was in want. James A. Farrell, of the same corporation, talking last week at the Steel Institute meeting, said some plain words on wages and sound management.

Men who deal with facts and figures in business realize the necessity for individual action rather than general statements.

The type of thought which is somewhat annoying to men like the group in the Railroad Security Owners Association, and other leaders of industry and of public opinion who are trying to get at the facts in the matter, concerns itself with general statements from which the following, from a recent issue of *The Commercial & Financial Chronicle*, is typical: "There is no relief for us in this impasse. Yet unless labor (it has done so in some instances) voluntarily accepts reductions in keeping with price and profits levels, we shall not reach the smooth ways without disorder and destruction! . . . When every man works, as he can, for what he can, production renews and accelerates, and with this natural increase, the times grow better and wages again rise."

How or why a great increase in production at the present moment would be of any great assistance to the country is not made clear in this statement.

The idea that every man should work for whatever he can is no doubt an excellent theory. A friend of mine, recently returned from Berlin, tells about the men he saw there standing about with placards on their chests upon which the words were written in German: "I accept any work at any price." The words "any" were heavily underlined. These signs and this point of view have persisted for some time in Germany.

Felix Salten, author, describing these men and their signs said: "The fact that these men stand motionless on the edges of sidewalks or against the walls of houses, motionless and silent is terrifyingly eloquent. How tired they must have become looking for work, how weary of being eternally refused, before they could bring themselves to hang a placard about their necks and simply stand still."

Willingness to stand still waiting for work displaying a placard is one step in advance of the mere willingness suggested by the writer

in *The Commercial & Financial Chronicle*. It has, up to the present writing, not helped bring Germany out of its depression and it is doubtful whether it would succeed in a big way in the United States.

An interesting parallel now presents itself between 1921 and 1931. A recent market letter issued by a prominent stock exchange house points out that the stock market had a spring rise in that year that petered out because optimistic business predictions were not realized. The low point of that stock market was reached on August 26, 1921. Business in that year showed no actual improvement until approximately a month after that date.

The brokerage market letter then goes on to quote from the same publication I have quoted above, namely, *The Commercial & Financial Chronicle*, issue of August 20, 1921, as follows:

"The outside public is in no shape to speculate after the tremendous decline in speculative markets both for stocks and merchandise. In popular parlance it is 'broke' and cannot buy, even though things look cheap. . . . Unemployment is increasing. It is up to 5,735,000 in this country. The production of iron and steel is still the smallest for eighteen years past and is only about 25 per cent to 30 per cent of capacity."

"We cite further an extract from the same paper of August 27, 1921, in which Samuel Gompers, then president of the American Federation of Labor, is quoted as saying: 'We are going to fight to our utmost a reduction of wages.'"

"We call attention, moreover, to a statement issued by the Executive Council of the American Federation of Labor which met at Atlantic City in August, 1921, in which it was urged that the credit of the country be used 'for the encouragement of productive processes' to relieve the unemployment situation which, the statement declared, 'is nearing a dangerous crisis.'"

"It was also in August, 1921, that the executive head of the mine workers declared that the coal miners of the country could not and would not consider a reduction

A

Nation

Better No Copy At All-

Than the best of sales-talks to a yawning audience. Age yawns where youth gives eager attention when copy tells of new things to buy and **have**. Age is fed up with ownership—youth hungers for it.

The Chicago Evening American not only offers you Chicago's largest evening newspaper circulation, but adds youth questing for new things.

These are times when the bent fingers of conservative age clutch at every dollar and spend sparingly only when need drives. But youth's desires over-rule sage words of caution.

Depression? Youth never heard of it!

CHICAGO EVENING AMERICAN

a good newspaper now in its TENTH YEAR of circulation leadership in Chicago's evening field.

● National Representatives: RODNEY E. BOONE ORGANIZATION ●

in wages. And yet the greatest bull market in history started on August 26, 1921."

The wage discussion so similar to the present one, and many of the wage cuts, such as the reduction from 37 to 30 cents per hour in the wages of common labor for the United States Steel Corporation which took place on August 21 of that year, *occurred approximately thirty days before the upturn of business was generally recognized.* All the comments at the time were just as pessimistic, blue and hopeless as they are today.

As the suggestion of the horizontal cut in wages becomes more insistent on the part of a few people in high places, as the attempt is continually made to relate theory to fact, it is well to realize that, in actual truth, labor costs play a smaller part in the cost of production of most products than is generally supposed.

When recently *The Iron Age* ran a series of charts showing that the average labor costs in most manufacturing industries were approximately 17 per cent, one company wrote in immediately to point out that its records were quite different. Taking a period of several years ago, this company enumerated the wages paid and pointed out that they ran approximately 34 per cent of costs.

In his reply to this letter, the editor of *The Iron Age* stated that a 34 per cent cost was twice the average cost for all manufacturing. This percentage, based upon a careful study of records over a period of years, indicates a point so often overlooked. A 20 per cent cut in wages, such as is suggested by the recent release of a prominent financial advisory service, would approximate a 3 per cent reduction in manufactured items and would save the public 3 per cent, provided the entire saving was passed on to the consumer in the form of lower prices. A 20 per cent cut in all wages in items where the labor cost is as high as 34 per cent would affect a savings of almost 7 per cent. Yet this same financial service suggests earnestly and vehemently that the main trouble with the country to-

day is that the products of industry cannot be bought by the agricultural market where, as for example, in cotton and oats there has been a 50 per cent drop in prices, since 1929. There must be a ready interchange of the products of one industry and those of another on an equitable basis, this service says.

The suggestion is implied throughout this whole bulletin that wages must be reduced sufficiently to put manufactured products at a point where a 50 per cent drop in oats and cotton will be equalized. I am not nearly as good at mathematics as I used to be and I haven't any slide rule handy, but if a reduction of 20 per cent of 34 per cent labor costs results in a drop of almost 7 per cent and if we must get prices down to 50 per cent of 1929 costs through reductions in labor, then we will have to have a drop of something like seven times the 20 per cent cut which he suggests. I will leave it to the mathematicians to figure out what sort of a cut labor will have to take to meet the specifications of this particular advisory bulletin and at the current average wages of \$23 a week just what that will amount to, out of the pay envelope of the American citizen who, luckily enough, is still at work.

The panaceas seem almost too simple when they are written out in plain words in the form of *ex cathedra* statements. They are probably so simple that none of them will work. It is extremely doubtful whether a general horizontal cut of the 50, 60 or 70 per cent necessary to please some of the present-day writers, would be well received by the masses of human beings who, still at work, are helping to support some of their relatives out of work, or who are being assessed to keep those out of work from starving.

Economics truly is almost as complicated as life itself, particularly when it deals with the lives and welfare of millions of fellow citizens.

The National Industrial Conference Board points out that the weekly real earnings of all wage-earners and of each labor group were below their 1923 level, this

FOLDERS

PUTTING SELLING VALUE
into an advertising folder means
mixing brains with printers' ink.

An odd shape or unusual fold,
an uncommon color combination
—any or all of these help to move
the goods off the shelves. Especially if the folder carries the
dealer's name and address.

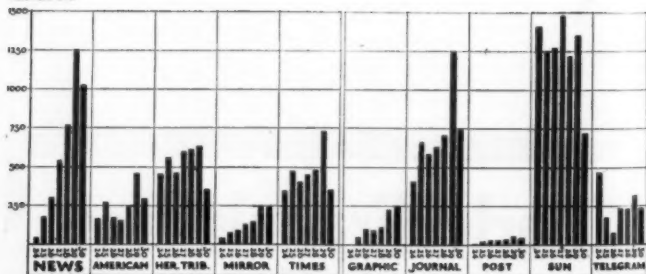
Make a note now. "See the
Francis Press on the next folder."

Charles Francis Press

PRINTING CRAFTS BUILDING

461 Eighth Avenue - New York

Thousands of Lines

**1924-1930 RADIO LINAGE IN NEW YORK NEWSPAPERS**

Figures for 1924-27 from New York Evening Post, for 1928-30 from Advertising Record Co.

Refuses more radio copy than any other newspaper in New York

The News radio advertising regulations prohibit unfair comparative prices, improper use of manufacturer's name, indefinite terms of offer and payment, misleading or ambiguous statements; and in general provide the fullest possible protection for the prospective purchaser.

—still it carries more!

In the first four months of 1931 and all through 1930, The News carried more radio advertising than any other New York newspaper! News circulation—1,300,000 copies daily, 1,800,000 Sunday—gives thorough coverage. The small page affords increased visibility, greater effectiveness. The low cost makes sales at a profit!

THE NEWS

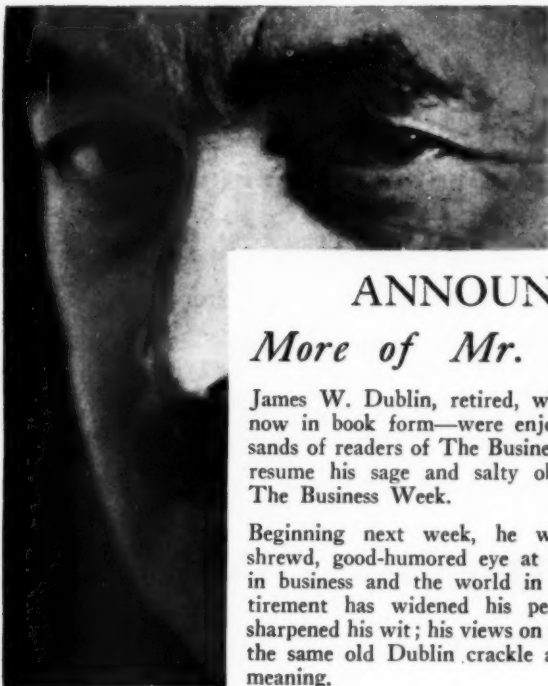
New York's Picture Newspaper

220 EAST 42nd STREET, NEW YORK

Tribune Tower, Chicago

Kohl Building, San Francisco





ANNOUNCING: *More of Mr. Dublin*

James W. Dublin, retired, whose letters—now in book form—were enjoyed by thousands of readers of *The Business Week*, will resume his sage and salty observations in *The Business Week*.

Beginning next week, he will slant his shrewd, good-humored eye at the goings-on in business and the world in general. Retirement has widened his perspective and sharpened his wit; his views on the news have the same old Dublin crackle and an added meaning.

Old friends of Mr. Dublin will welcome his characteristic comment on current events; others will want to get acquainted with this stimulating personality. J. W. D. may jolt your complacencies, but he'll refresh and invigorate your thinking.

Look for James W. Dublin's column in *The Business Week* next week (the June 3rd issue). In it, he outlines his observations on the little recession that grew into a great big depression. Look, in future issues, for his remarks on the Bethlehem bonus, the great American handout in trade deals, and the hidden significances of Dean Donham's opus on "Business Adrift."

Next week in

THE BUSINESS WEEK
A McGraw-Hill Publication

May 2

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real wage of course takes account of the drop in the things wages buy.

Isn't it almost time we all gave up the idea that any general panacea, even one so popular (among a few) that all wages must be cut to the bone, will work miraculously?

Recovery will come and the present crisis be only another nightmare memory without there having been found a universally accepted method for cure. If we are ever to level the curves of the business cycle the adjustment must take place on the way to the mountain top rather than in the valleys.

Western Golfers Get Under Way

George Hartman, of the J. L. Sugden Advertising Company, won low gross honors and C. J. Harrison, *Photoplay*, was the low net winner as the Western Advertising Golfers Association played the first of the season's tournament series at Chicago last week. An all-day rain hampered scores but failed to halt the twenty-seven holes of play.

Winners and runners-up in the four-somes, as determined by the chip system, were, respectively, as follows: George Hartman and John H. Victor; J. T. Seehoff and C. D. Freeman; Don Heinly and W. D. Washburn; R. W. Richardson and C. H. Shattuck; Ernest Heitkamp and W. M. McNamee; William Hay and H. G. Schuster; R. B. Johnston and H. K. Clark; Dan Smith and W. S. Harvey; J. H. Lynch and Guy Abbott; Charles M. Sloan and James Mason; J. A. Bender and L. M. Bishop; W. B. Conant and J. W. Fleck.

G. D. Cates with McCann-Erickson

Gordon D. Cates, recently with Fuller & Smith & Ross, Inc., at Cleveland, and before that with Doremus & Company, New York, has joined the staff of the Cleveland office of McCann-Erickson, Inc.

Joins "True Detective Mysteries"

Herbert F. Willson, recently engaged in the real estate business and for many years with the *Elks Magazine*, has joined the Chicago advertising staff of *True Detective Mysteries*.

Re-elected by Kentucky Outdoor Advertisers

The Outdoor Advertising Association of Kentucky re-elected Estelle Moorehead as president at its annual convention held at Mayfield, Louisville was selected as the convention city for 1932.

Death of M. F. Rigby

Millard Fred Rigby, advertising manager of the Studebaker Corporation of America, South Bend, Ind., and one of the most prominent of the younger men in advertising, died at that city late last week. He was thirty-three years old.

Mr. Rigby joined the Studebaker company in August, 1920, as export advertising manager. After five years in that position he was appointed advertising manager, in which capacity he was in charge of both domestic and foreign advertising. His early experience was gained in newspaper advertising and direct mail work. In 1919 he became associated with the Kansas City office of the Capper Publications, leaving there to join Studebaker.

Mr. Rigby was a director of the Audit Bureau of Circulations and a member of the radio committee of the Association of National Advertisers.

Kenyon & Eckhardt Elect Thomas D'A. Brophy

Thomas D'A. Brophy has joined Kenyon & Eckhardt, Inc., New York advertising agency, as first vice-president. He was formerly in charge of sales research and development for the Anaconda Copper Mining Company, The American Brass Company and subsidiaries. He also was vice-president of the Anaconda Sales Company; vice-president and chairman of the advisory committee of the Copper and Brass Research Association, and vice-president and chairman of the sales committee of Revere Copper and Brass Incorporated.

Stearns Products Account to Ayer

N. W. Ayer & Son, Inc., has been appointed to direct the advertising account of Frederick Stearns & Company, Detroit, maker of Zymole Trokeys, Shac, Astring-o-sol and other products. This appointment is effective June 15.

G. A. Davis Advanced by Oklahoma Utility

George Ade Davis, advertising manager of the Oklahoma Gas and Electric Company, Oklahoma City, has been advanced to the position of vice-president.

Joins "The Westerner"

H. M. Dagg, formerly advertising and sales manager of the Dagg-Dernerren Company, Seattle, has been made business manager of *The Westerner*, Portland, Oreg.

Textile Account to Wesley

The Seneca Textile Corporation, New York, curtain fabrics and cretonnes, has appointed The Wesley Associates, of that city, to direct its advertising account.

New Media Help Stanley Reduce Inquiry Cost

An Experimental Campaign That Is Providing Valuable Case Material for Future Advertising

By G. H. Coxe, Jr.

WHEN the advertising appropriation is cut, it is common enough for the advertising department, faced with the task of making the budget go as far as possible, to cut down on space, number of insertions, or omit some of the publications from their list. It is not so common, however, for an advertiser, when confronted with this problem of stretching the appropriation, to cut down on his space and increase his list. The Stanley Works of New Britain, Connecticut, are at present doing just this thing.

According to G. M. Fletcher, advertising manager, the company has always felt that its series of plans was an effective medium for advertising Stanley tools. The plans number twenty-five and contain complete information for making various articles out of wood. They cover a wide range of subjects. Some portray very simple articles; some are very elaborate. The series as a whole is appropriate for any person who works with wood, whether he be a tyro or a craftsman. These plans were originally instituted as a promotional measure and are sold for 10 cents. They have been distributed by periodical advertising, direct advertising, and by the hardware dealer.

During 1927 and 1928 Stanley made a rather extensive selling campaign on these plans through the medium of periodical space. At that time the list consisted of seven publications. The size of the space varied with the magazine and the time of year, but in no case was the space any smaller than two columns by fifty-nine lines. From that size the space ranged through quarter pages and half pages up to full pages.

A certain amount of success was attained during this campaign but

the results directly traceable to the advertising efforts did not justify the continuation of this plan. The discouraging fact was that the cost per inquiry from this advertising was around \$1.50.

Starting with January, 1931, and disregarding the fact that business was dragging the bottom, the company put into operation another plan for merchandising its book of plans. Believing that these items were fully as effective as ever for getting inquiries, building good-will, and separating the really interested individuals from casual readers, but faced with a decreased budget, an entirely different angle of attack was used.

Starting from Scratch

In formulating the plan for this work, the company decided to start from scratch without being hampered by any results obtained from past performances. It reasoned that times of depression are ones in which it is very desirable to put in missionary work and build the foundations for better times. Such methods are accepted in selling; why not apply the same idea of laying the groundwork to advertising media? Perhaps in the years past they had been overlooking some bets; it was known that certain publications could pull their weight but maybe there were others to which they had not given enough attention.

The company had not been satisfied with the results obtained before; perhaps after all they should be appearing in other columns. With this idea in mind they doubled their previous list and cut the amount of space used to twenty-eight lines. The copy on different articles is to be rotated so as to help in checking the pulling power of the various publications.

The method of handling the in-



FIFTH MARKET of THE NATION



NEW YORK
Population
6,982,000



CHICAGO
Population
3,375,000



PHILADELPHIA
Population
1,964,000



DETROIT
Population
1,574,000



FLORIDA
Population
1,468,000

FLORIDA IS a Unit Market

—and JACKSONVILLE

Is its Business "Capital"

Foremost in population

Primary financial center

Gateway for Distribution

First in manufactures

Largest wholesale volume

First in shipping

State railroad center

And radiating from this center, "Florida's Foremost Newspaper" sends a broad sweep of circulation throughout the entire market, influencing buying action at whatever point of purchase is most convenient. Rarely does an advertiser enjoy such one-newspaper economy in backing up and speeding up retail sales.

Number 1
of a Series

The Florida Times-Union

JACKSONVILLE, FLA.

Represented Nationally by REYNOLDS-FITZGERALD, Inc.

New York . . . Chicago . . . Philadelphia . . . Los Angeles . . . San Francisco

Member of the 100,000 Group of American Cities

quiries is practically the same as it has been in the past. In every case, an inquiry meant the sending of money; in most cases a dime. Everyone who sent in his money could be assumed to be sufficiently interested so that a follow-up letter referring the customer to his hardware dealer, and a catalog could be sent along with the plan. This letter, in directing the builder of the article to the hardware dealer, was essentially a tie-in with the dealer who sold Stanley tools. In addition, however, there were potential sales which the hardware man could develop by supplying such items as nails, glue, paint and paint brushes which might be necessary to finish the article.

The catalog listed a complete line of hand tools, useful data on weights and measures, information on lumber, as well as a complete list of the plans available in the series. In this way when the individual had finished building the article described in the plan for which he had sent in his dime, he could easily pick out any other item that he wished to make and by sending in another dime, get another plan.

How the Campaign Differs

The present campaign differs from those previous campaigns that appeared in larger space in this respect: The current campaign, by its very limitations of size, made it necessary to feature only one article in each advertisement; the larger copy of former years offered a choice in articles illustrated as well as a list of other plans. Aside from this, the appeal is about the same.

The results so far from this pioneering in new publications with the twenty-eight line "mail order" type of copy have been very gratifying.

Although it may be somewhat unfair to make an arbitrary dollar and cents comparison between the two campaigns, it is interesting to note the difference in the cost per inquiry. There is a considerable difference in the amount of space used and money involved; the

cost of the former campaign which ran in seven publications is approximately eight times that of this present campaign running in fifteen publications. Then, too, besides the difference in space billings, the preparation cost of the little advertisements is only about 25 per cent of the former advertisements.

Mr. Fletcher is authority for the following figures: Up to the present time the inquiry cost of the list as a whole is 49 cents. This figure applies to actual, traceable inquiries. By adding other inquiries which have come in and which cannot be traced, the cost is reduced per inquiry to 37½ cents.

Besides justifying its existence by reducing inquiry costs, however, this present campaign has proved extremely enlightening as to media. This missionary work of increasing the list is proving very valuable indeed to Stanley. From present returns the company has found that some of its old standbys are thoroughly effective for the new type of advertising. In addition, it is finding that some media it had never used are proving exceedingly worth while. Two or three of these are more than doing their share; as a matter of fact, they are, on the cost per inquiry basis, proving much more profitable than some publications which had always been thought of as being the ones that had to be on the list.

While this does not necessarily mean that there will be any considerable upheaval in the list and is in no way a brief for small space as against large, or one type of publication as against another, it does show that these new media will certainly be considered when Stanley feels justified in increasing its appropriation. And it is very probable that the knowledge gained in this campaign will serve as a foundation for future plans. By rotating the individual advertisements, each magazine is having its chance to prove what it can do and the results are making an interesting as well as valuable case book for future efforts.

WHO

reads the

American?

With more than 300,000 people daily and more than 1,200,000 Sunday judge them by what they like to read . . . by what advertisers sell them.

They like Brisbane . . . and "Skippy"; Deems Taylor . . . and Sid Mercer; B. C. Forbes . . . and Ripley; Ted Cook's "Cook-Coos" . . . and Charles Hanson Towne; Gilbert Gabriel . . . and Prudence Penny; Will Rogers . . . and Mussolini; O. O. McIntyre . . . and stock tables; society news . . . and comics.

Looking through this morning's paper, we find they watch their I F with Acidophilus Milk, buy French biggins at Lewis & Conger's, 69-cent sheer hose at Macy's, Red Leaf sweaters at Wanamaker's, tweed coats at Abraham & Straus, genuine buffalo luggage at Altman's.

They travel on the Twentieth Century, like Eddy's Sauce, can use gas heating in their homes and are readers that the New York Evening Post considers worth seeking. They use the Postal Telegraph, are kind to their Adams-apple with Luckies, like Jack Frost Sugar, Pride of the Farm Ketchup, Long Island Duckling and electrical refrigeration.

They buy Airway Vacuum Cleaners, bungalows in Jersey, use the telephone to sell goods, and are talked to by The Sugar Institute. They go to every show and movie in town, wear Coward Comfort Shoes and are sought by three columns of summer hotels.

They buy riding habits at Nardi's and smoke El Producto and Ricoro Cigars. They travel by boat to Boston, go on week-end cruises on the Mauretania, look in at Belmont Park Races and *still* are prospects for mortgage investments.

In fact, they're moderns
—*New York style.*

New York

American

Nationally Represented by PAUL BLOCK & ASSOCIATES

TRUE STORY is the ONLY major women's magazine in the urban market to show a gain in advertising lineage for May 1931.* This May issue is the second largest issue in the history of True Story. The advertising revenue totals \$475,000—16.4% greater than May 1930.



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TRUE STORY for May, with 95 pages of advertising, ranks third among the general women's magazines. Only Good Housekeeping and Ladies' Home Journal surpass this figure.* The two million families who spend twenty-five cents each for their copy of True Story at the newsstand represent a group of active spenders today. No wonder the confidence placed in them by national advertisers is being justified.

343,738

Farm Families Flock to "MAIN STREET"



Blue Earth, Minn., Faribault County seat, is the principal shopping center for the county's 11,579 farm people.



—on shopping day!

SHOPPING day is a big day in Blue Earth. "Main Street" is crowded with farmers and their families who bring in cream, eggs, poultry, livestock and other produce, and return home again with their cars loaded with merchandise. They sell for cash and buy for cash. Consequently, farm trade is vitally important to Blue Earth merchants, just as it is to dealers in all of these Northwest small town trading centers. For there are 1,610,000 people living on farms here—51.2 per cent of the entire Minnesota and the Dakotas population. The only advertising medium offering anywhere near complete coverage of this market is THE FARMER, the farm home paper for almost 50 years, which has the largest circulation (275,000) of any publication of any kind in the territory.

THE FARMER

Farm Stock-Home

Saint Paul, Minnesota

New York—Wallace C. Richardson, Inc., 250 Park Avenue

Chicago—Standard Farm Papers, Inc., Daily News Building

Member Standard



Farm Paper Unit

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Are Your Salesmen Adequately Meeting All Sales Objections?

There Is Usually an Inclination Among Salesmen to "Yes" the Buyer

By a New York Sales Manager

VETERAN sales managers—including your servant—frequently make the mistake of assuming that their field representatives always put up a good battle. Because the seasoned sales executive is a match for the comparatively few buyers he faces in the course of a year, he is prone to forget that his own salesmen, well removed from the novice class, are frequently faced by buyers who do not yield to mechanical lines of argument.

Worse than this failing on the part of sales executives is the corollary—the whiplash for failure to land these accounts. The salesman correctly feels that he cannot be expected to land 100 per cent of the accounts on whom he calls. If he is chastised for his failure, his natural reaction is resentment.

Here is a specific case of good handling which is to be credited to the vice-president in charge of sales for a manufacturer of toilet preparations. Before giving in detail the correspondence, it is necessary to set the stage.

The salesman involved was a veteran of six years' service, who was growing from the junior force to an assured position as a senior. The early months of 1931, however, were marked by his failure to land new accounts—accounts decidedly needed in the new territory to which he had been assigned.

The vice-president in charge of sales wrote:

"Dear Arthur:

"You will remember that when we were together in December I listed for you in your new Southern territory eighteen prospective accounts with which I asked for your best salesmanship. As your report on Augusta gives but the words 'not interested' against Thornbury's, I wish you would paint the rest of the picture for me.

"Thornbury's is not so important an account as to make me revise our sales prophecies for the year because you did not land them. But it is a typical account in that we once sold them roughly one-quarter of their requirements in our lines and lost them in 1930 completely.

"What is the answer?"

To this inquiry my friend received this reply:

"Dear Mr. Morton:

"Here are six good reasons why I didn't land Thornbury's of Augusta. You will see that he is not in a mood to buy from us—and here's why:

1. We started selling Jones & Jones of Atlanta last year and these jobbers are selling the hospital direct. Up to last year Bill Sherman, who then covered the territory, turned the hospital business over to Thornbury's.
2. Mr. Thornbury will not stock our new shaving cream because he says it will be another "Rose-Lilac" temporary affair. Sometimes I think you folks at Headquarters don't realize that we've still to live down the way we plugged Rose-Lilac only to drop it from our advertising before it got started.
3. His wife used No.XL312 Rose Petal perfume in her midget atomizer and it wouldn't work. She had to have it cleaned by the manufacturer before she could shift back to Blank's Rose O' My Heart, which works perfectly in it.
4. Woolworth has our line.
5. He objects to the unlisted extra-sized items we make for chain stores.
6. We should not sell any of our lines to the Rackett Store in Augusta.

"Tell me what you can do with a tough bird like this. He simply wouldn't order, although just before I left he did say he would mail some kind of an order later on but would not push our lines."

It is fair to regard this letter as typical of scores which are received daily by veteran sales ex-

ecutives who follow up their men in connection with individual accounts. Consequently, it is of general rather than limited interest to note the reply of this unusually able sales executive.

"Dear Arthur:

"Your letter in regard to Thornbury's of Augusta reached me while on one of my infrequent selling excursions. Certainly I cannot understand Brother Thornbury's attitude. But far harder for me to understand is your inability to turn his objections into selling points for us.

"You should have pointed out to him that there was no question of our choosing between him and the Atlanta jobber. We need both accounts. You know from what I told you in December that Bill Sherman pulled a bone in not continuing to turn the hospital business to Thornbury. You know that our policy is a liberal one and that you had ample authority to pass Thornbury a commission on last year's hospital business. You also knew that the Atlanta jobbers had pulled away from selling consumers—see circular letter No. 81.

"Instead of letting him get away with his references to Rose-Lilac, you should have stood up on your two feet and fought for the House. Not one dealer in the world lost a cent because we made a leader of Rose-Lilac. The article was not defective, but its appeal proved to be so spotty as to render continued national advertising out of the question. From your old territory you could have cited the continued successes it had proved with Haggard & Lincoln of Rochester, Long & Company of Syracuse, Howell & Conrad of Utica and so on down the line. For Rose-Lilac is one of our biggest sellers in New York State, although it was not a volume producer in the South.

"Let us admit that you needed to use some tact in connection with Rose Petal and Mrs. Thornbury's midget atomizer. Your failure to win a decisive argument I can explain even if you cannot. At the December convention you were physically present but most of the time mentally absent. You were foolish enough to consider of first

importance being present as the guest of the several social organizations who welcomed you back to your home town with parties that ran into early morning hours.

"On the fourth day of the convention you will remember that our mechanical experts demonstrated various types of atomizers, including the midget type. It was then pointed out that the midget always should be *thoroughly cleaned* before refilling with a different perfume. Mr. Kilroy demonstrated on the blackboard the danger of this type, showing the right angle turn in the small tubing which reduced the diameter almost to nothing at that point. Rose Petal works perfectly in the new cigarette lighter types which are such a stumbling block to our competitors and in every way will give satisfaction with the midgets if it has half a chance.

"Your cheeks should have blushed when you wrote as your fourth reason for not selling Mr. Thornbury the statement that Woolworth has our lines.

"Woolworth has had six of our items since before the war—and has built up thousands of dollars' worth of business for our retail drug accounts all over the country as a result. Our 10-cent sizes are really sample or trial packages. If the woman who buys one likes it she naturally turns to the druggist who can supply the larger sizes. The 'miniatures' at best are just a traveling convenience and in no way true boudoir or bathroom packages. The *unlisted* extra-size packages which we supply the chain stores are *unlisted*. Why? Because we have not brought out a catalog since we issued them.

"You have known since January 19 that these were available for your customers. They show a narrower margin of profit than our standard sizes retailing at the same price—but more than many items which the retail drug trade *feature*. There is nothing secret about them—anybody can buy them. We didn't bring them out until Blank & Blank and Blanka & Blanka both put these into the chains—without any provision for selling them to

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I've Discovered a New One!



"Imagine my surprise," said a sweet young thing on my left at a chummy little dinner last night. The rest of her broadcast contained a lot of incoherent blithering anent the realm of Salome or Cleo or somebody—I forget. What actually happened was this: The S. Y. T. had just imbibed a wee bit of Holloway's London Dry that I had ordered from the corner grocery (2 fingers Holloways, 1 dash of lemon, Seltzer water) and that was the reason for her enthusiasm. I don't mean to offend you, Mr. Wickersham, if you are reading this. No sir, what I'm trying to prove is that the good public of Los Angeles can absorb a lot of these home indispensables enthusiastically. And that's exactly the way Mr. J. S. Foto of the Bohemian's Dist. Co. feels about it. Holloways, Nuyens, Ronnes (minus $C_2 H_5 OH$) are running exclusively in our good paper, The Examiner. Justly so, because The Examiner is the only standard sized paper in Los Angeles to show a gain in food lineage in the last four months. So, Mr. Manufacturer, if your volume is down, this town is sure a cash-registerable fountain of modern youth. Come West. A market of two and a half million money-spending moderns awaits you. And one of America's greatest newspapers!

**LOS ANGELES
EXAMINER**

Put Your Message Before the Moderns

the retailer at a price which could show a profit.

"The final argument—that we should not sell the local Rackett Store—was an insult to your intelligence. Both Thornbury's and this Rackett Store have sold three nationally known lines of toilet preparations as far back as our history records go—1906. It is just another chain-store case—the Rackett Store in Augusta sells only the smaller sizes and therefore just helps boost the demand for Thornbury's. If you had just used the card record you would have seen that during the last five years the Rackett Store has been a year ahead of Thornbury's in taking on some new items and a year later Thornbury found 'name call' as a result—and put in the larger sizes on which he has since made pleasing profits.

"On your own statements, Arthur, it is clear that Brother Thornbury got the jump on you and gave you the works. Then he walked all over you—and you liked it.

"This means one of two things. Either you're not in the pink of trim physically and mentally, or you have not yet measured up to better buyers than you faced on the average in your old territory. My guess is that you are just a bit gun shy of direct buyers, having sold exclusively to retailers buying through jobbers since you first came with us.

"Your advancement with us hinges upon your ability to grow with your opportunities. Of all your opportunities in 1931, the whipping into line of direct buyers who have fallen away from us is perhaps the greatest. My hunch is for you to get back your self-respect; your best stunt is to garage your car Sunday and hop a train for Augusta. For if you can go back to a man who knows he has licked you and lick him it will be smooth sailing for you. And even if he licks you again, you will have the satisfaction *this time* of knowing that you have put up a worthy presentation of what we have to offer in merchandise and policies."

When I asked my good friend the outcome of his salesman's sec-

ond trip to Augusta he laughed and said, "Arthur certainly got all the breaks. Mrs. Thornbury's midget had gone on a second strike and she was in the store when Arthur arrived. The competitive perfume did not please her as much as Rose Petal and Arthur's timely entrance saved her from discarding her midget and buying a larger atomizer in order to return to her preferred perfume.

"Of course there was a mock battle at that, but really Mrs. Thornbury's presence on such an errand made it an easy victory."

Another Case

Out of his archives I cajoled this second handling of a salesman who "yessed" a customer. This time the offender was a veteran senior with the fourth most important territory in the United States. The account was the largest on the Pacific coast. The buyer was a close friend of the salesman, John Bantrey.

My good friend, the vice-president in charge of sales, evolved from his quarter-century of marketing a sales plan built squarely upon the launching of a new and decidedly worth-while "after shaving" preparation by combination merchandising. Each retailer, whether buying direct or through a wholesaler, was privileged to offer with each \$1 size a most ingenious and convenient traveling shaving brush which would fit into the loops of a small traveling kit.

This plan had swept the country until it hit California. Naturally my friend expected that John Bantrey, who had left the convention full of enthusiasm for the plan and who had literally plastered the first five States he visited, would land every big wholesaler on the Coast. The plan had been built primarily for Mr. Wholesaler in allowing him a liberal profit on the traveling shaving brush given away and also because the plan minimized the detail of charge-backs.

You can well imagine his astonishment when John Bantrey reported, "Fletcher Wholesale Drug Company refuses to have anything to do with the After Thrill Campaign. They feel that premium

476

National Advertisers

Used the San Francisco

Examiner EXCLUSIVELY

During 1930

—They Found This

Newspaper to be

Capable—ALONE—

Of Profitably

Covering The Rich

Northern California

Market

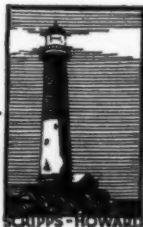
San Francisco
EXAMINER

PROFIT... comes like heal tholo

**largest possible sales volume. Many very
holders are more interested in it than**

THROWING advertising blindly at a map is
an expensive luxury, for rural byways and
empty acres do not readily yield a crop of
profit dollars.

Get rid of unprofitable volume. Concentrate
your selling and your advertising in compact,
well defined trading centers where wealth is
greatest . . . where fashion sense is most de-
veloped . . . where dealers are congregated . . .
where merchandise moves rapidly.



SCRIPPS-HOWARD

MEMBER OF THE UNITED
PRESS . . . OF THE AUDIT
BUREAU OF CIRCULATIONS
and of MEDIA RECORDS, INC.

The Cle

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NEWSPAP
CHICAGO
STROIT

like a Poultice to
the low to pride...

**IT IS HUMAN to strive for
e. M. very like a peacock. But stock-
d in it than in pride. Watch profits.**

94.2% of Cleveland Press circulation is concentrated within the 35-mile radius of the rich and profitable TRUE Cleveland Market. Here, every evening, The Press distributes news and advertising into 9 of every 10 English-reading homes in Greater Cleveland. Read in all residential sections among all classes of people, The Press offers you a concentrated sales and profit opportunity.

The Cleveland Press

SCRIPPS-HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD
NEWSPAPERS . . . 230 PARK AVENUE, NEW YORK CITY

CHICAGO • SAN FRANCISCO • LOS ANGELES • DALLAS
DETROIT • PHILADELPHIA • BUFFALO • ATLANTA

WARNINGS..

by

Franklin D. Roosevelt

Charles H. Tuttle—Lewis E. Lawes

Arthur Woods—Edward P. Mulrooney

These gentlemen—and many other eminent figures in public life—have contributed editorials to True Detective Mysteries. Editorials which point the growing menace to America of juvenile lawlessness, of the unreclaimed convict, of flourishing gang-rule.

These men express from their points of view and experience the necessity for facing the grim realities of today's crime problems with knowledge and understanding.

Such knowledge and understanding True Detective Mysteries is constantly trying to give. The high caliber of this purposeful policy is a measure of the thinking, intelligent people who are True Detective Mysteries readers.

99.6% News Stand Sale



TRUE DETECTIVE MYSTERIES

MEN BUY 8 COPIES EVERY 10 COPIES

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merchandising is a back number and are turning down all manufacturers' offers. They gave me a bad two hours when I sprung it, arguing that they would push After Thrill to the limit if we would give them a price which would be the equivalent of the maximum discount plus the free goods allowance—including the cost of the brush.

"Boy, they rode me until it's up to you to tell them what I told them—nothing doing.

"This was the first time any account had brought up this side and while I did not give them the satisfaction of knowing it, I know that they are dead right and that you should at once notify all men that they can offer the deal either way—free goods plus allowance for profit or a quantity price less the allowance for profit plus cost of brush."

To this my good friend wrote a most significant letter.

"Dear John:

"A year ago I wondered why we were not making progress with Maxwell Brothers of Portland. Then we made that unjustified allowance with Jones Mercantile of Montana when they returned goods without authority. On the heels of that came a loss of the good though small Rex Distributing Company of Denver—an account that had sold only our line since it started.

"But the champion slap in the face is this San Francisco disaster. For I know just how close you stand with Baxter—in fact with the whole gang. If I did not know it from your lips I would know it from your expense account. For every trip for years you have entertained them rightly and royally, to which there is no objection since they have been one of our best friends and have done us a world of good in the days when we needed the backing only they could give our new items.

"But all the evidence, John, is that you are letting personal friendship interfere with business. Because you have come to know and respect the judgment of your friends you have ceased to treat them as customers. You have undoubtedly

feared to mar your friendships by taking firm stands. In that Montana case you did not actually tell them that they couldn't return their over-stocks of current merchandise or that they should not and could not expect full credit on semi-perishable items, but would get two-thirds credit or one-third credit, depending on the age. As a result we were finally in such a jam by assuming that you had told them the story—when you hadn't—that all we could do was credit in full on the basis of a misunderstanding.

"Now in the San Francisco case you are in for an awful licking with the best account in your territory. For their position is unsound. The day has by no means arrived when the consumer, whether man, woman or child, is not attracted by 'something for nothing.' When I tell you that I spent four solid months seeking out the ideal premium to go with 'After Thrill' and interviewed over forty manufacturers and examined and tested over 200 premiums, you can have some idea that I believe that our first entrance into this modern method of marketing was worthy of more than passing thought.

"Our plan removes every objection raised in the past. The traveling shaving brush supplants some less convenient article already owned by the purchaser of After Thrill and in no way interferes with the sale of a full-sized brush for a man's regular use. While it is an acceptable substitute for a full-sized brush for short journeys, it is no competitor of the full-sized brush for daily use.

"Regardless of what your good friends had eaten for breakfast on the morning of your call, they are going to return to the use of premium merchandise. This is a positive statement. For one tooth-brush manufacturer and one who is specializing in talcs are going to give them the option within thirty days of taking on the deal or letting it go to Annin & Copeland. And you know that they won't let their rivals in San Francisco beat them on two national leaders.

"What happens then? You will look like a tramp!

"Your cue was to select as your opening rebuttal either personal friendship, pointing out that their refusal to put on my pet deal would be a black eye for you, or to use at least some of the material in the 'Company's Book' on which I burned the midnight Mazda evening after evening. So confident are all of us here at headquarters that they can be made to reverse their decision, and so important is it to us that they reverse it, that Moxley is going to fly across the continent unless by the twenty-eighth we receive a wire from you that you feel confident to go back and win out.

"If you do wire that you can win out, we'll hold you to a successful outcome. A second fall

down *might* make it impossible for us to line them up, whereas we know that we can put it across at this stage. What's your answer?"

The outcome is of exceptional value to all of us. For the salesman wired urging against reopening the topic with customer. Moxley was sent, conferred with the senior salesman and against his protests reopened the subject—and put across a two carload order.

If all of us who are sales executives would recognize that now and then a salesman has contracted an incurable sales disease, our dividends would be larger. The usual case of the salesman who "yeses" his customers can be cured easily. But the extreme cases deserve and demand drastic treatment!

What Groucho Says

You Can't Keep a Good Man Out of Work

FUNNY how big our little \$2,500 appropriation for house advertising has loomed. Copy writer came in, wanted a job. Nothing strange about that. 'Bout ten of 'em come in every day or so and we're sorry but we've got no opening. Didn't work with this feller. He had picked us as his favorite pay-roll for the rest of his life. He told Boss how good we were and Boss ate it alive.

Oh, no, that didn't mean Boss fell for him and gave him a job. Fact is, Boss said nothing doing and just to let him down said, "You might write a coupla house ads for our new campaign, just to show what you can do, style, etc.—then we'd know your work," and all that easing out stuff, you know the blah-blah everybody shoots when he doesn't hire a man, and is sorry for him.

This guy had no sample portfolio. First time I ever heard of a copy man trying to sell himself without one. In this case, the absence of samples let him in for something.

Well, Boss got two ads from this gink next morning, and pretty near threw a fit. Those ads went all over the shop, pretty near made a stampede people trying to read

'em. They were peaches. Best things we ever had said about us, and they sounded true. Can't say anything better'n that about any ad.

Yep! Same old story. You can't talk so convincingly about yourself as an appreciator can talk about you. This guy has got the job of writing twelve of these sparkles at a good free-lance price. Sez he'd rather be a free-lance anyway if it wasn't for the butcher. And believe me, we'll keep our eye on him. Already got him busy on a series of letters to prospects which we all fell down on.

Sure, you're dead right, we do everything professionally and well, except our own promotion. In fact, when I look over many agencies' own ads, I say, "Garbage!" They use up their good food on their clients and can't seem to collect anything but scraps for their own meal.

Dunno what we're gonna do about this guy, though. We lent him an empty office to work in and he's busy making himself look as if he belonged in the place. Wat's his name? Say lay off that! Don't you dare touch him, at least till he gets this job done.

GROUCHO.

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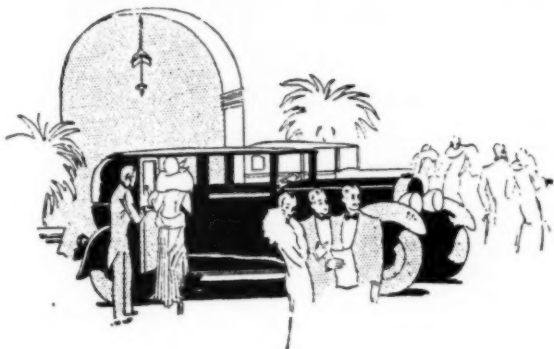
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Continued Passenger Car **LEADERSHIP!**



For the first four months of 1931 The Sun-Telegraph carried more new passenger car advertising than any other Pittsburgh newspaper—194,754 lines or **45.2%** of all advertising published in Pittsburgh papers. This lineage represents a leadership of **37,955** lines or **24.2%** more than the other Evening and Sunday paper.

Figures by Media Records, Inc.

Times Have Changed in Pittsburgh

The~
SUN-TELEGRAPH

NATIONALLY REPRESENTED BY
PAUL BLOCK AND ASSOCIATES

Power Publications, Inc., Established at Chicago

Power Publications, Inc., has been established at Chicago to engage in the publication of industrial and business magazines. The company has purchased *Industrial Transmission and Conveying* as its first unit.

Harry E. Saxton, former advertising manager of *Milk Plant Monthly*, Chicago, is president of Power Publications. Paul H. Woodruff, formerly editor of *Manufacturers News* and of *Industrial Power*, is vice-president. E. M. Bellinger, previously circulation manager of *Milk Plant Monthly*, is secretary.

Appointed by Electrical Products of Los Angeles

The Electrical Products Corporation of Los Angeles, has created a national sales department under the direction of W. R. Skiff, formerly with Rainbow Luminous Products. Southern California territory is under the divisional management of J. X. Kennelly, who until April 1, was advertising manager of the Goodyear Tire & Rubber Company of California. John R. Blair, formerly with the J. Walter Thompson Company, is divisional manager for San Francisco, Oakland and the Northwest.

Now Professional Advertising Associates, Inc.

The name of Professional Publicity Associates, Inc., New York medical advertising agency, has been changed to Professional Advertising Associates, Inc. Louis Nesbit and A. M. Gordon continue as heads of the business.

R. H. Jarrett Joins J. F. Stevens Agency

Roy H. Jarrett has joined the Jewell F. Stevens Company, Chicago advertising agency, as special merchandising counsel and account executive. He was for a number of years with the American Multigraph Sales Company.

I. D. Auspitz Joins Homer McKee

Irving D. Auspitz, president of the former Auspitz-Lee-Harvey advertising agency, Chicago, has joined the office at that city of the Homer McKee Company, Inc., as an account executive.

With Buckeye Airways

Emerson Bennett has been appointed advertising manager of the Buckeye Airways, Columbus, and will have his headquarters at the Clickenger Airport near Columbus.

Joins Erwin, Wasey

Bernard C. O'Brien has joined the production department of the Chicago office of Erwin, Wasey & Company.

Six-Point League Returns to Firm Memberships

A resolution adopted at the annual meeting of the Six-Point League of New York, an organization of newspaper advertising representatives, changes the status of membership from individuals to companies or firms. Dues will be \$10 yearly, one vote to be granted each membership, and any number of individuals of a member's staff being permitted to attend meetings.

Hil F. Best, Eastern manager of M. C. Mogenssen & Company, was again re-elected president. Harry J. Prudden, Prudden, King & Prudden, was re-elected vice-president and W. W. Ward, treasurer. Thomas F. Clark, Jr., of the Thomas F. Clark Company, was elected secretary.

Members of the board of directors are: G. A. Riley, Irwin Simpson, J. F. Finley, H. G. Halsted, George Brett, S. P. Mahoney, Alvin DeClerque, M. D. Bryant, H. W. Moloney and Harry Reynolds. Mr. Riley was elected representative of the League to the Bureau of Advertising of the American Newspaper Publishers Association.

McQuiston to Leave Westinghouse

J. C. McQuiston has resigned as general advertising manager of the Westinghouse Electric & Mfg. Company, effective June 1, 1931. For twenty-nine years he has been in charge of advertising for Westinghouse Electric, during which time the status of advertising, sales promotion, and distribution has gone through changes as numerous as those taking place in the electrical industry itself.

Mr. McQuiston is the only advertising man who was a member of the original council of Westinghouse executives who decided to inaugurate broadcasting over Station KDKA and who laid down the policies and practices to be followed. In 1920, when the first broadcast was inaugurated, Mr. McQuiston arranged its pioneer program. He has been in general charge of all radio programs for Westinghouse broadcasting stations since that time.

Following his retirement, it is understood, Mr. McQuiston will start on an extended cruise around the world with his wife and daughter.

N. R. Perry Again Advertising Manager of "Liberty"

Nelson R. Perry has reassumed the position of advertising manager of *Liberty*, which he held for five years prior to *Liberty's* purchase by Macfadden Publications, Inc., according to an announcement made by H. A. Wise, vice-president in charge of advertising sales of the Liberty Publishing Corporation. Following the acquisition of *Liberty* by Macfadden, Mr. Perry continued with the publication as assistant advertising manager. Max A. Geller has been appointed Eastern advertising manager of *Liberty*.

TH

MEM

"The archer that overshoots misses like he that falls short"

... Proverb

- ❑ Aim is the most important thing in archery just as aim is the most important thing in merchandising. Advertising, aimlessly shot at a market, undoubtedly brings some results, but maximum results are obtained only through accurate aim and the correct placing of every effort.
- ❑ The Times-Star supplies an accuracy to your aim at the Cincinnati market that assures matchless results. The Times-Star goes into the majority of able-to-buy homes, is read by most of the worth-while people and is the buying guide in the Cincinnati area.
- ❑ The Times-Star completely sells the market, produces the greatest results . . . and ALONE.

THE CINCINNATI TIMES-STAR

HULBERT TAFT

President and Editor-in-Chief

Eastern Representative
MARTIN L. MARSH
60 East 42nd Street
New York



Western Representative
KELLOGG M. PATTERSON
333 N. Michigan Avenue
Chicago

MEMBER OF A. B. C.—100,000 GROUP—MEDIA RECORDS

Business ethics are standing the strain

DURING the past few decades, business has learned that fair dealing is sensible and profitable. Fair dealing builds confidence, which is the bed rock of modern business. Sharp practice consists in taking advantage of the fact that others are playing the game on the level.

Business is winning through this depression with little recourse to sharp practice. Fair dealing has been tested in the fire. Some have cracked but few have been crooked.

A few business men have made profits this bad year by fooling the public. What's difficult about that? A few gunmen have made good profits, too. But who wants to be a gunman in or out of print?

We don't want any part of these extra profits that come from doing things in 1931 that we wouldn't have done in 1929 or will not do in 1932.



WILLIAM M. STRONG
Account Representative
New York



CHESTER E. HARING
Vice-President and Manager
Marketing Department
New York



E. HAROLD GREIST
Account Representative
Chicago



GEORGE L. MATTHESON
Assistant Account Representative
Boston



EMILIE L. HALEY
Radio Department
New York



GEORGE E. BLISS
Writer
New York



HENRY BENDER
Art Director
New York

Batten, Barton, Durstine & Osborn

INCORPORATED

ADVERTISING

383 Madison Avenue, New York

CHICAGO: McCormick Building • BOSTON: 10 State Street • BUFFALO: Rand Building

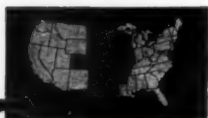
PITTSBURGH: Grant Building • MINNEAPOLIS: Northwestern Bank Building

Another Record Broken

For seven straight years, the number of full-page advertisements in *Capper's Farmer* increased as follows:

1924	. .	84 full pages
1925	. .	102 full pages
1926	. .	102 full pages
1927	. .	129 full pages
1928	. .	140 full pages
1929	. .	175 full pages
1930	. .	218 full pages

The 1930 increase of 43 full pages over 1929 was the largest increase that *Capper's Farmer* has ever shown.



Capper's Farmer

ARTHUR CAPPER, *Publisher*
Topeka, Kansas

CIRCULATION 957,063

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Retail Pricing Can't Be Done by Machinery

Why Standardized Mark-Up on an Entire Retail Stock Would Not Be
Wise Merchandising

By R. W. Clarke

IN commenting on a recent article of mine, C. H. Sandage, assistant professor of marketing in the School of Business Administration at Miami University, Oxford, Ohio, writes the following letter to the editor of **PRINTERS' INK**:

I was extremely interested in the article "When Is a Price Cutter?" by R. W. Clarke, which appeared in the issue of April 23. There are a few statements in this article which seem to me should be challenged by someone.

Mr. Clarke makes the statement "It is only theorizing for Squibb or anyone else to speak about the dealer earning his overhead and a reasonable profit on every sale. It simply cannot be done, taking any average retail store as a whole; never could be done and perhaps never will be." He further states that "The retail selling prices on certain commodities are fixed by custom and some of them are so low that even the original laid-down cost of the merchandise cannot be recovered, to say nothing of overhead."

It seems to me that these statements are rather bold, although Mr. Clarke undoubtedly is drawing from much experience in the field of retailing. If Mr. Clarke's point of view is correct, it seems to me the future holds a great deal of pessimism for retail merchants. If goods have been selling at a certain price, even below the original laid-down cost, because of custom or trade habits, then it seems to me that it is time to change such customs and trade habits.

Such a situation is not impossible to attain. We have changed the habits of consumers in many other respects, so why not in this respect? The modern tendency to utilize and emphasize statistical analyses of merchandising costs would seem to be relegated to the scrap heap if we are going to depend upon custom and trade habits as a guide to our selling policies.

I think we could give many illustrations where merchants, after subjecting their selling policies to strict statistical analysis, have profited a great deal by cutting from their list of customers those who do not return them a profit. The wholesale field holds many such examples where retailers buying in small and unprofitable quantities have been stricken from the list of customers, or else have been forced to buy in larger quantities. The tendency of chain stores even to eliminate their policy of advertising "Loss Leaders" would seem to suggest some change in the custom of selling goods below cost.

Now if Mr. Clarke has in mind the reduction of price below cost in order to move dead stock, then a different situation is presented. Certainly such a policy is necessary in almost any merchandising organization, but that is only a temporary situation and should not be continued as a permanent one.

There is only one situation perhaps where Mr. Clarke's suggestion would seem to be necessary, and that is where consumers have developed such strong habits that they will refuse to buy merchandise if the price changes at all. I would like to have some specific illustrations from Mr. Clarke, however, to show the type of merchandise which is at present in that situation. Price of bread, potatoes, milk, sugar, cigars, cigarettes, toothpaste and practically every other common item of consumption changes in price, not only in certain cut-rate stores over broad periods of time.

I am writing this letter partly as a protest against the point of view which Mr. Clarke has taken, and partly to be enlightened further upon the "necessity" for selling goods below cost as Mr. Clarke suggests.

If the academic view of pricing apparently held by Professor Sandage were to be generally prevalent, the whole proposition of mark-up could be reduced to a machine-like basis. Retailers could have profit-figuring tables, follow them meticulously and never make a mistake; they would be always sure of realizing their cost of selling and a "reasonable net profit" on every item they sold. They would simply compute the cost of the merchandise, laid down in their stores, make proper calculation of the cost of selling it and then assess a certain net profit on the whole transaction.

A very liberal net return on a retail stock—one that is hardly ever realized these days, by the way—is 8 per cent. But let us be right down generous and allow retailers the privilege of making 10 per cent net. A dealer, let us say, buys an article whose laid-down cost in his store is \$1, and his average cost of selling is 25 per cent on sales. To realize the desired

net of 10 per cent therefore all he would have to do would be to sell that article for \$1.54. This is mathematically sound, water-proof and fool-proof.

But the inevitable law of competition would step in here. Across the street might be another dealer whose selling cost averaged 23 per cent instead of 25. He could get his 10 per cent net by selling the same item for \$1.49, thus being a nickel lower than the first man. Or still another dealer could make 10 per cent net on the item by selling it at \$1.39, on account of his selling cost being only 18 per cent.

If price has anything to do with inducing a sale, and we all know it has, it is easy to see who would get the bulk of the business on this item. Dealer No. 1 and, to an extent, dealer No. 2, would simply be out of luck. People of the town would soon find out where the merchandise was being sold at the lowest price—an altogether proper and profitable price for the third store—and go there to buy. In a little while—considering, of course, that the item is a staple and well-known brand in common consumption—the other dealers would have to reduce their selling price to correspond, notwithstanding the fact that their higher selling cost would make their net profit much smaller than that enjoyed by dealer No. 3.

This, it happens, is one of the ways in which the selling price of merchandise is fixed by custom. Advertising is a powerful force, but here is one thing that advertising could do nothing about. The matter of "changing customs and trade habits" works well enough up to a certain point. But when it comes to trading up every item in a retail stock so that all dealers may get a satisfactory individual net profit on each, you have an impossible job on your hands; there are too many opposing factors involved—a wide range of variation in selling cost, differences in the laid-down cost of the merchandise, differences in selling ability.

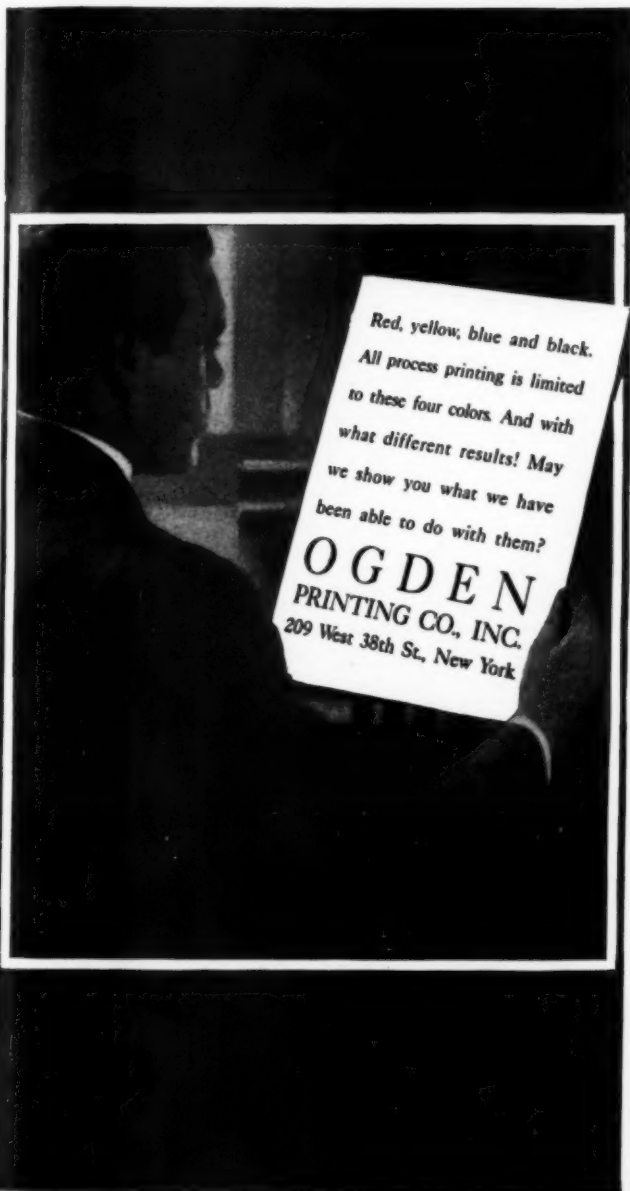
Here is one of the many specific instances that might be cited showing the way custom works to fix and control retail prices: Let's pass over for the moment so much dis-

cussed staples as sugar and nails—those venerable examples of no profit items that are usually brought up as illustrations in discussions of this kind. Let's take overalls. The Penney stores have for years been featuring an overall as a leader—selling it at a remarkably low price in a frank effort to attract business to their work clothing departments and to create general good-will. The garment is high class and a real value. It got to be that stores in direct competition with Penney were simply out of the running so far as the sale of work clothing was concerned. In an effort to retrieve their business they began offering overalls at or near the cost price.

And then came the Oshkosh Overall Company, boldly advising its dealers to sell the Oshkosh B'Gosh overall—a first quality, nationally advertised item—on a no profit basis. The company even reduced the laid-down cost of the merchandise to the retailer by eliminating its sales force and effecting other notable economies.

The result is that today Oshkosh overalls are being retailed all over this country at a price representing not a cent of profit to the dealer—a very sensible procedure, under the circumstances, if you want my opinion. Thus a custom is being established. Wearers of work clothing now know how much, or rather how little, a first-class overall costs them. If this keeps up, how much chance will any retailer have if he persists in selling overalls at a price which shall yield him his average net profit?

The custom-fixed price is by no means altogether the creature of so-called loss leader selling, either. If Mr. Sandage will step into a Woolworth store and browse around among the merchandise a bit he will see what I mean. Darning cotton at a nickel or a dime—a price made possible by enormous buying and distribution facilities. Those foolish little necklaces the girls wear—sold at a dime in place of their former price of 25 or even 50 cents. When a few million people get to buying these and many other items for nickels and dimes (and they are by no means



Red, yellow, blue and black.
All process printing is limited
to these four colors. And with
what different results! May
we show you what we have
been able to do with them?

OGDEN
PRINTING CO., INC.
209 West 38th St., New York

trashy goods; make no mistake about that) buying customs are established that must be followed by all.

Under the circumstances, then, what is the retailer going to do in order that he may realize his 6, 8 or 10 per cent net on sales? It is obvious that he must do the very thing he is doing. He must forget about standardized mark-up. He must also, in a measure, forget about invoice figures. He must price his goods, not on a basis of what they cost him, but on how much he can get for them. On some items he must take a loss day in and day out. On others he may realize a nominal net profit and on still others he must get a thundering big profit. The general average will then give him his desired net profit—the same net profit he would get if he were able to assess his 6, 8 or 10 per cent net against every item he sold.

Consequently he is not going to fret over being obliged to sell certain items at no profit. A satisfactory general average, rather than a satisfactory individual, net profit is what he is after—and what he gets if he prices his goods courageously. It takes courage to sell a considerable volume of merchandise at a price enabling him to come out even or making him undergo a loss. It takes equal courage to charge a price which includes far more than his desired net. Retailing is no business for a weakling or for a man who lacks vision.

For a dealer to sell one item at or near cost and make up the difference on something else so as to bring his average net profit returns up to the right figure does seem a bit inequitable, looked at from an idealistic standpoint. It is far from being the perfect system of distribution. I myself, were I disposed to discuss it from the academic or theoretical standpoint, could shoot it so full of holes that it would look like a sieve. But, under our present system of distribution, the retailer is simply doing the best he can; he is faced by a practical and sternly real problem. Furthermore, he knows what he has to do.

The retail store is a place where hundreds, or even thousands, of items are assembled for the consumer to buy. The dealer has to take the evil with the good and use his merchandising ingenuity so as to strike a satisfactory general average. He would be delighted beyond measure if he could follow the suggestion made by Mr. Sandage and throw out unprofitable lines—also refuse to sell to any except profitable customers, as some wholesalers are doing today. But he can't do this unless or until the law of supply and demand is abrogated—unless or until the whole distribution system is made over on a Utopian pattern, all prices fixed and merchandising rules and practices promulgated by a dictator with supreme power.

Direct-Mail Convention Headquarters Opened at Buffalo

The fourteenth annual conference and exhibit of the Direct Mail Advertising Association will be held at Buffalo, N. Y., on October 7, 8 and 9. Paul S. Van Auken, field secretary, and convention manager of the association and Lois F. Gibson, his assistant, have opened up conference and exposition headquarters in the Hotel Statler at Buffalo.

The Greater Buffalo Advertising Club is host this year and from its membership thirteen committees have been appointed to work with the association in planning convention activities.

Lloyd Mansfield, vice-president and secretary of Ludlow-Mansfield, Inc., has been appointed general chairman of the local executive committee. John N. Garver, Jr., president of the Greater Buffalo Advertising Club, is general vice-chairman. Roswell E. Pfohl is treasurer and Charles J. Thomas, executive secretary of the Greater Buffalo Advertising Club, is secretary.

Aviation Account to Porter

The Aviation Corporation has appointed The Porter Corporation, Boston advertising agency, to direct the advertising account of its manufacturing subsidiary, the American Airplane & Engine Corporation, Farmingdale, N. Y., Pilgrim planes and Ranger aviation engines. This company was recently formed to succeed the former Fairchild Airplane Manufacturing Corporation and the Fairchild Engine Corporation.

R. E. Viggers Heads New Business

Ralph Elmer Viggers and Associates is the name of a new advertising typography business started at Los Angeles with offices at 407 East Pico Street. Mr. Viggers at one time previously operated his own typography plant at that city.

Sell a green hat in Los Angeles and Yankton, South Dakota may go green hat crazy

Over one million visitors are attracted every year to Los Angeles and surrounding suburbs, beach and mountain resorts. These people, while spending a glorious vacation in a semi-tropical wonderland, are eager to try out for themselves the new and interesting things advertised in Los Angeles—"Paris of the West."

This yearly million eagerly adopt Los Angeles' styles and buying habits and return to their respective home towns as enthusiastic users and boosters of countless newly discovered articles.

To vacationist and resident alike the news and advertising content of the home-owned, home-edited Los Angeles Times is intensely interesting. Exclusive locally written features, outspoken editorials on civic problems, full and unbiased presentation of local news, make it the newspaper truly representative of Southern California. That's why the Los Angeles Times leads all Pacific Coast newspapers in advertising volume and that's why a green hat in Los Angeles may give Yankton a green hat complex.

Los Angeles Times

Eastern Representation: Williams, Lawrence & Cresmer Co., 360 N. Michigan Blvd., Chicago. 285 Madison Ave., New York. Pacific Coast Representation: R. J. Bidwell Company, 742 Market St., San Francisco. White Henry Stuart Bldg., Seattle.



48% increase...

DURING the last eight years the circulation of The Cincinnati Post has increased 48 per cent.

This 48 per cent came very largely from the influential, civic-minded element of Cincinnati's population.

The record proves it, for that increase exactly coincides with the Post's fight for good government in city and county.

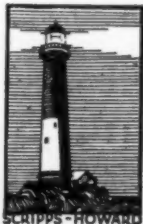
While all other newspapers were lethargic or actively hostile, The Cincinnati Post challenged the forces of corruption, and championed the City

Managers joined the battle

Today, governed

Because of the presence of a strong

Reach through the city of the C



MEMBER OF THE UNITED
PRESS . . . OF THE AUDIT
BUREAU OF CIRCULATIONS
and of MEDIA RECORDS, INC.

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Typical Post Homes in the Clifton District of Cincinnati. Three out of the five homes in the picture are daily readers of The Cincinnati Post.

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ation of Manager Government, Influential Cincinnati
l 48 per joined the Post, and the Post and its readers won
the battle.

the in- Today, Cincinnati is recognized as the best
cincinnati's governed large city in the United States.

exactly Because The Cincinnati Post enjoys the confi-
govern- dence of the influential element in Cincinnati, it
is a strong advertising medium.

argic or Reach influential Cincinnati
challenged through The Cincinnati Post,
the City read by more than 62 per cent
of the Cincinnati Market.

POST CIRCULATION

City and Suburban	144,702
O K Market	163,467
Total Circulation, more than	184,000

he Cincinnati Post

A SCRIPPS-HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD
NEWSPAPERS . . . 230 PARK AVENUE, NEW YORK CITY

CHICAGO • SAN FRANCISCO • LOS ANGELES • DALLAS
DETROIT • PHILADELPHIA • BUFFALO • ATLANTA

Consumer Test Provides Westinghouse with Advertising Angles

Fifty Women Were Asked to Test the New Master-Matic Iron in Order to Get the Consumer Viewpoint in Westinghouse Advertising

By Roger H. Bolin

Sales Promotion Section, Westinghouse Elec. & Mfg. Co.

IN our advertising introducing the new Westinghouse Master-Matic Iron, we wanted to talk to women in their own language. We wanted to extol the merits of the new iron in the words that women would use if they did the talking themselves. Furthermore, in introducing the Master-Matic to retailers, we wanted to prove to them that women wanted this iron, that they liked its performance, and that they would buy it even though its price was somewhat higher than other electric irons on the market.

Accordingly, we took fifty of the irons and had them distributed among homes in Cleveland for the purpose of making a consumer test. Cleveland was chosen because it was the closest large city to our factory. Care was exercised in choosing the homes for the test, so that all classes of incomes were represented.

Each woman receiving an iron was simply told that it was a new adjustable-automatic iron which the Westinghouse company was introducing. She was asked to use it for two or three weeks to do her regular ironing, and to notice whether or not there was any difference between it and her old iron. "At the end of three weeks," she was told, "a Westinghouse representative will call to find out what you think of the iron."

About three weeks after the irons had been distributed, our representatives visited the fifty homes with questionnaires. Questions were asked concerning the performance of the iron on heavy damp mate-

rials, and on light delicate pieces. Each woman was requested to state what she considered the outstanding feature of the iron, and why. Other pertinent questions, such as, "Would you pay \$10 for an iron like this?" were asked.



Proved in the home

Forty-eight of the first Master-Matic Irons built were placed in the homes of women to test them in actual ironing service. And here is how these women answered our questions about this new iron.

Does the Master-Matic iron heat up more quickly?	Yes	40	No	8
Does it hold the heat better?	Yes	43	No	5
Can you save faster with it?	Yes	42	No	6
On heavy things?	Yes	40	No	8
On light things?	Yes	40	No	8
Did you find this iron made the heaviest part of your ironing easier?	Yes	40	No	8
Did you think this iron is easier on fabrics, or equal to the one you have been using?	Yes	40	No	8
The heaviest part of ironing was a very difficult one	Yes	40	No	8

Every woman voted the Master-Matic the best iron she had ever used. That's a record of achievement... a proof that women are quick to realize the advantages offered in this new iron.

Westinghouse Master-Matic Iron

This Is How the Consumer Test Data Were Used by Westinghouse in Business-Paper Advertising

After the questionnaires were filled out, the irons were left with the women as gifts in remuneration for their time and trouble.

The results of the test were most interesting and gratifying. All of the women unhesitatingly said that the new iron was superior to any iron they had used previously.

Moreover, they were enthusiastic about its speed, its "heat-holding qualities," its flexibility of temperature, its shape and its appearance. In expressing their opinions of these features, they gave us an abundance of information from which we could build an appealing advertising campaign to women. Moreover, the results of the test were proof that women would be quick to realize the advantages offered in this new iron. This definite proof of the Master-Matic's performance in the home gave us material with which to build our advertising campaign to retailers.

The information derived from the test was used: (1) In a confidential sales handbook which was prepared for use by our own salesmen; (2) in our business-paper advertising; (3) in our national magazine advertising; (4) in the continuity for a special radio broadcast over a coast-to-coast network; (5) in newspaper advertising prepared for the retailer's use; and (6) in consumer direct mail, which we furnish retailers.

The first step in our program was the preparation of the sales handbook for our salesmen. This book set forth full information concerning the new iron and recorded the results of engineering and practical household ironing tests. It was replete with charts and diagrams to prove the points of superiority which were discussed in the copy. Under the title, "What Housewives Think of the New Master-Matic Iron," two pages of the manual were devoted to recording the complete results of the consumer test. This information gave our salesmen an abundance of ammunition to prove the enthusiasm of women for the iron.

We announced the iron to the electrical trade with a three-page advertisement in the January issues of electrical papers. One of the three pages was entirely devoted to the results of the consumer test, while the other two pages discussed the general features of the iron, and the engineering tests which were conducted on it by Westinghouse engineers. The page featuring the consumer test

was illustrated with a large photograph of a woman using the iron. Stripped on the photograph were a number of short excerpts from the statements of some of the women who were visited during the test. These excerpts—such as, "I finished my ironing in half the time," and "I left the plug in all the time and never scorched a thing"—were set in small blocks of white space, and helped draw attention to the advertisement. The copy underneath the photograph summarized the consumer test and capitalized the results of the questionnaires.

At the same time we announced the Master-Matic Iron in the business papers, we had our national campaign organized, and in the hands of our salesmen. Preprints of national magazine advertising, proofs of the newspaper advertisements which were available, and samples of the direct-mail and window display advertising were sent to each salesman to use when calling upon retailers.

Written in Women's Language

The copy for the magazine campaign which we are conducting this spring, and the tie-in newspaper advertisements which retail stores will use, is written in the women's own language, oftentimes using their exact words. Statements such as "Better Than Any Iron I Ever Had," "I Always Hated to Iron Shirts Until I Used the New Westinghouse Master-Matic," and "It Stays Hot . . . Even During My Heaviest Ironing," are being used as headlines. The copy then goes on to tell how the statement made is the enthusiastic verdict of a woman who had thoroughly tested the Master-Matic in her home, and why the Master-Matic gives these results.

One of the regular Tuesday night Westinghouse broadcasts, that of March 10, was devoted exclusively to the Master-Matic Iron. The announcements during this broadcast mentioned the consumer test on the iron, and told how the unanimous conclusion of the women who tried it was "Better Than Any Iron I Ever Had."

To merchandise this broadcast

CERTIFIED

Through USE by These Outstanding Advertisers

The list which follows is comprised of advertisers who have used color in the Chicago Evening American in 1930-31.

●
American Family Flakes
Allied Florists
Atlas Beer
Atwater Kent Radio
Borden's Ice Cream
Borden's Milk
Broadcast Corned Beef Hash
Brillo
Campbell Soup
Canada Dry Ginger Ale
Ceresota Flour
Champion Spark Plugs
Chef Boiardi Spaghetti
Cinderella Washing Machine
Climalene
Dolly Madison Cakes
Edgemont Crackers
Franco-American Spaghetti
General Electric Refrigerator
Gold Dust
Grass Noodles
Hood Rubber
Hydrox Ice Cream
Hydrox Ginger Ale
Johnson Ice Skates
K. C. Baking Powder

Kellogg Corn Flakes
Kitchen Klenzer
Kosto
Liberty Mutual Insurance
Lionel Trains
Lipton Tea
Log Cabin Syrup
Loose-Wiles Biscuits
Lorenz Swim Suits
Mama Cookies
Maytag Washing Machine
Mickelberry Sausage
Miracul Dry Brite Wash
My Maryland Bathing Saps
Nivea Cold Cream

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CHICAGO EVENING
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 st Beer
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 er Pen
 's Bread
 ips Gasoline
 burgh Plate Glass
 rs-Roebuck
 ndard Oil of Indiana
 mpson's Malted Milk
 ed Bonded Garages
 L Wagner's Pies
 rner Bros.
 bb's Coffee
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 gs Cigarettes
 my Malted Milk

LIGHT on the chief motive back of use of Chicago Evening American color—results—is shed by these excerpts from a letter written by Mr. Peter Sampson, president of the Sampson Electric Company:

"I am sure you will be pleased to learn of the results obtained from the Cinderella Washer color page which appeared in your issue of February 14th.

"The first working day after the ad appeared, which was February 16th, we received 1716 coupons, the second day 1131 coupons, and the third day 1635 coupons, and so on—a total of approximately 5,000 coupons.

"Requests came to us from almost every State in the Union, but approximately 95% of these coupons originated within the States of Illinois and Indiana, coming particularly from the territory we cover."

COLOR IN THE EVENING AMERICAN

a good newspaper now in its TENTH YEAR of
circulation leadership in Chicago's evening field

ODNEY E. BOONE ORGANIZATION

When sales are few go where the buyers are

You can troll a whole lake—and not take half as many fish as the experienced sportsman who knows the favorite pools where the big fish are.

And that's how things are in the present hunt for buyers. It is no time for trolling. Concentration is the successful method.

The Boston Evening Transcript guides the advertiser to the spot where the buyers are.

THE BOSTON TRANSCRIPT

HIGHEST RATIO OF BUYERS TO READERS

CHARLES H. EDDY CO.

Boston New York Chicago

R. J. BIDWELL CO.

San Francisco Los Angeles Seattle

May 28,

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program among dealers, large broadsides, which told the story of the new iron and how it would be made the subject of a special broadcast, were furnished distributors for mailing to dealers and other retailers. These broadsides, when opened, took the form of posters, which could be placed in the dealers' windows, and which invited passers-by to tune in on the Westinghouse program of popular dance music at 10 p. m., March 10.

The direct mail which we prepared for the use of retailers also capitalizes the results of the consumer test. Pick-up folders and double postcards for mailing to good prospects are being furnished free of charge to retailers selling

the iron. This literature tells about the enthusiastic approval of the first fifty women receiving the iron, and, where space permits, uses the precise words of some of the women.

We consider this test a real success in that it gave us an abundance of ideas to use in building appealing advertising on this new iron. It indicated which points should be stressed; and in many cases gave us the precise language to use in stressing these points. As a means of determining which advertising appeals should be used in introducing a new product to a market which needed rejuvenation, we found this consumer test the answer to our problem.

Angles on Space Buying

Space Buyers Who Are Not Readily Accessible Miss Many Profitable Opportunities

By John F. Quick

Secretary-Treasurer, Mark O'Dea & Company



MY experience in investing up to \$10,000,000 per year for advertisers has simplified my thinking. Time was when I placed great store by the technicalities of space buying. Like many other space buyers I over-estimated the value of pet ideas. But I have come to see that there are many successful ways of doing the same thing in my profession.

All these ways may be different, but each space buyer has his own ideas of rules, principles and procedure, and, generally speaking, each finds his own eminently satisfactory for the individual needs of his agency.

So I will not attempt to discuss any of the more or less academic questions which arise in a general consideration of media buying methods. I will confine my remarks to a subject often lost sight of in modern times—the fundamental relationship between space seller and buyer, or their mutual responsibility to the interests of the advertiser.

This particular angle of space buying I consider far more important to clients than the results of debates on purely technical points. After all the buyer learns much of his art from the sellers, and thus becomes of increasing value to his clients.

That is why I always try to see every visiting representative, whether or not the use of his publication is indicated then or in the future. A comfortable reception room is provided for these men. A

fair amount of my time is allotted to each interview.

Then right at the beginning—and from the viewpoint of our mutual client—I tell the representative my conception of his publication. This is important. For it encourages these salesmen to concentrate upon facts which I may have overlooked . . . opportunities which might be of great value to our clients.

Sticking to this principle has helped me greatly in getting good "buys" for our accounts.

Consequently, I feel certain that the space buyer who is not readily accessible or open to discussion may miss many profitable situations, and his clients suffer accordingly.

I consider my policy more than just courtesy. It is essentially good business. A man might be the best read space buyer in the business. He might absorb any quantity of book statistics and evolve some very highly polished theories. But if he fails to keep in daily touch with changing conditions in the publication field through contact with its representatives, he cannot serve his clients completely.

Issues Joint Report on American-European Distribution

A joint report on trends in the organization and methods of distribution in Europe and the United States has just been issued by the International Chamber of Commerce. It is the work of L. Urwick, for Europe, and a special sub-committee for the United States with F. P. Valentine as chairman. The report is distributed free by the Chamber.

Transferred by Hugh Lyons

S. S. Newell, general sales manager of Hugh Lyons & Company, Lansing, Mich., display fixtures, has been transferred to the company's New York office.

Joins Murphy Products

Arthur G. Hansen has been made advertising manager of the Murphy Products Company, Burlington, Wis., manufacturer of mineral feed for livestock and poultry.

New Account to Addison Vars

The Jewett Refrigerator Company, Buffalo, N. Y., has appointed Addison Vars, Inc., advertising agency of that city, to direct its advertising account.

J. B. Barry Heads New Sales Service

J. B. Barry, formerly vice-president of the financial advertising organization of Wolf, Barry & Lampman, Inc., and the affiliated advertising agency, Advertising Industries, Inc., of Cleveland and Buffalo, has organized John B. Barry & Associates, Inc., of which he is president. Headquarters will be at 1836 Euclid Avenue, Cleveland. The new company will specialize in a sales development service. An advertising service to banks and trust companies will also be maintained.

Eaton Axle Appoints H. J. McGinn

Howard J. McGinn, vice-president and general manager of the Reliance Manufacturing Company, Massillon, Ohio, has been appointed vice-president in charge of sales of the Eaton Axle & Spring Company which recently acquired the Reliance company. W. H. Crawford will remain in charge of Reliance operations.

E. P. Bailey, Jr., with National Radiator

Edward P. Bailey, Jr., recently a consultant in the gas heating field and former president of the Bryant Heater and Manufacturing Company, has joined the National Radiator Corporation, Johnstown, Pa., as general manager of its newly established gas heating division.

New Business at Toledo

The Renshaw-Campbell Advertising Company has been formed with headquarters at 324 Chamber of Commerce Building, Toledo. Principals in the new firm are Sam Renshaw, for twenty-four years advertising manager of the Kobacker Furniture Company, Toledo, and Miss Wavie Campbell, also formerly with the Kobacker company.

Appoint Gonthier-Campbell

The advertising of the following companies, all of Montreal, is now being directed by Gonthier-Campbell, advertising agency of that city: Brosseau, Ltd., bakery chain, A. A. Ames & Company, bond dealers, and F. H. Nicholson & Company, representatives for Healthmor Sanitation Systems.

Joins "The Merchandise Manager"

Miss Eleanor Pollock has joined *The Merchandise Manager*, New York, as fashion director. She was recently with the Standard Store Service Company.

Joins Erwin, Wasey

S. H. Seeley has joined the art staff of the Chicago office of Erwin, Wasey & Company, advertising agency.



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How's Business?

IN Louisville, according to the 1930 Census of Distribution, the retail stores do an annual business of more than \$155,500,000. Add to this the retail trade which is done in the other major components of Greater Louisville, New Albany and Jeffersonville, Indiana, and the wholesale business done in these three cities and you will arrive at a figure which is in excess of \$425,000,000.

You can reach practically every able-to-buy family in the Louisville Market at a single low cost through one medium—

THE COURIER-JOURNAL THE LOUISVILLE TIMES

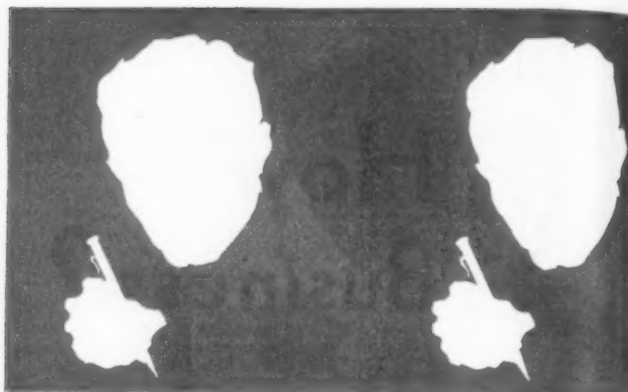
MEMBERS

100,000 Group of American Cities
Audit Bureau of Circulations



**Represented Nationally By the
Beckwith Special Agency**



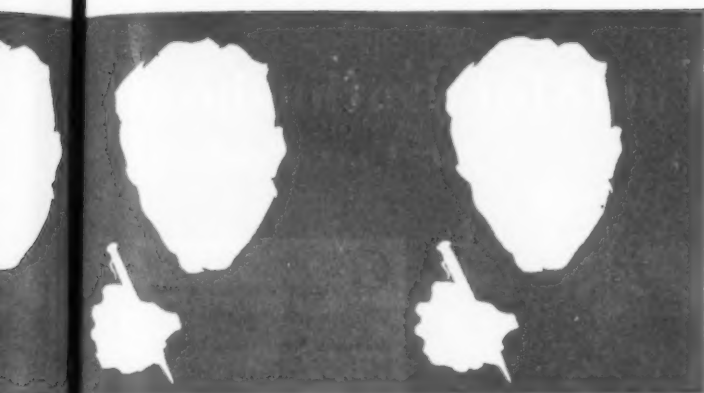


for sale -
ORIGINAL

LOOK over a number of good advertising agencies and you'll find groups of intelligent business men; you'll listen to interesting stories of successful campaigns; you'll see remarkable exhibits.

But when you're alone—thinking about your own business, your own dollars—the question persists: Why can one agency give me that others may not?

As an agency we are, of course, expert; an expertness born of long and varied experience; producing professional work—research, merchandising, filling of white space, and all other normal agency functions.



ATHINKING

agencies e thing we add — Original Thinking; and the ability
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 gns; you ybe you, consciously or subconsciously, have felt a
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 own bu "for sale" here—Original Thinking.

ts: Wh
 Williams & Cunnyingham
Advertising

6 NORTH MICHIGAN AVENUE • CHICAGO
 PHILADELPHIA . . . ROCKFORD



Youthful Enthusiasm for Your Product!



GET the enthusiastic support of the son when a purchase is being decided by the family. He is emphatic in his declarations and dad and mother listen carefully to his opinions. If he is a Scout he is doubtless a leader among his fellows too.

Convince these boy leaders* of the merits of your products through **BOYS' LIFE**, and you will have an enthusiastic supporter at home and around town.

* Folder giving substantiating facts sent upon request.

FRED W. HINRICHS, 15 years, Junior in Evanston, Ill. High School is a typical enthusiastic reader of Boys' Life.

BOYS' LIFE

2 PARK AVENUE NEW YORK

CHICAGO
9 W. WASHINGTON ST.

BLANCHARD, NICHOLS, COLEMAN

LOS ANGELES

SAN FRANCISCO

BOSTON
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Consumers Helped to Perfect This New Product

Scalptone, a Recent Addition to the Packer Manufacturing Company's Line, Is Put Through the Laboratory of Consumer Reaction

By E. B. Weiss

IN certain lines, where the products are mechanically complex, it is accepted as a trade axiom that at least a year's use by the public is necessary to uncover any existing "bugs" that may be hidden away in the product's innards.

With products that are absolutely devoid of mechanical features, very much the same may be true. To the manufacturer, the new product may seem to be entirely free of any "bugs." Actually, once it is put through the laboratory of consumer use—a mighty exacting laboratory, incidentally—the product which once seemed saintly in its utter lack of faults, is likely as not to be found harboring a multitude of sins of omission and commission.

Therefore, when the Packer Manufacturing Company decided to add a tonic to its existing line of hair preparations, it decided simultaneously that the same merchandising ingenuity that is usually applied to gaining distribution and sales might very well be applied to obtaining expert opinions concerning the new product's merits and demerits.

This is a recital, then, of a merchandising plan designed not to sell a product, but to improve it. Of course, if the product were essentially correct in its conception, the merchandising that was planned to verify this would also aid in selling the product. But essentially, the program with which we are now concerned has to do with getting the consumer to help perfect a product.

* * *

The Packer Manufacturing Company makes Packer's Tar Soap (good for dandruff). It also makes Packer's Pine Tar shampoo (good for oily scalps). It also makes Packer's olive oil shampoo (good for scalps that are too dry).

But—until recently—it never made a hair tonic. The reason? Because it was its contention that a hair tonic could not be made that would be suitable for all scalp conditions.

The company has always avoided pseudo-scientific appeals in its advertising. It has also avoided any semblance of competition with the medical profession. It advises people with regard to the care of the hair—it answers some 200 inquiries weekly. It retains a dermatologist who passes on every bit of advertising and who helps to answer some of the mail inquiries. But it refers to their own doctors any inquirers whose letters indicate the need for personal medical care.

Nevertheless, it has encouraged these inquiries and goes to con-



The Personal Touch Consists of a Little Vial Held in the Neck of the Bottle

siderable pains in answering them, because it likes to feel that behind each product in its line there is a personal touch; an intimate relationship between user and maker. How, it wanted to know, could this personal touch be applied to a hair tonic which failed to meet the varying conditions of the human scalp?

The answer to the entire problem was found, not long ago, in the tonic that is known today as Packer's Scalptone. The personal touch here consists of a little vial, held in the neck of the bottle of tonic. The vial contains an oil. Its purpose is to permit the user to mix the tonic to suit the condition of one's scalp. If one's scalp is very dry, the entire contents of the vial are emptied into the tonic. If the scalp is very oily, the contents of the vial are not used at all. The various gradations between the two extremes use as much or little of the oil as they feel to be necessary.

Obviously, inasmuch as the user was going to be asked to perform what might almost be termed a "professional" operation, it was highly important that the directions attached to the container be clear and explicit. Therefore, a set of directions was prepared and shown to individuals who were carefully watched as they read and followed the instructions. Just as soon as the expression on anyone's face showed the slightest sign of his being puzzled, he was stopped and questioned. Then the directions were worked over and again submitted to other people. This was done some twenty-five times, until it was felt that the instructions were fool-proof.

The product now being ready for a consumer try-out, the company approached some thirty druggists in the metropolitan New York area. It offered them a dozen bottles each, *entirely free*, of the new tonic, if they would:

1. Sell it for \$1.
2. Agree to push it off their shelves quickly.
3. Give the Packer company the names and addresses of each purchaser.

That wasn't asking for much in view of the company's established prestige and the nice profit that could be made. As a consequence, in a very short time, the company had the names and addresses of people who had actually plunked down a \$1 bill for the new product.

When the company felt a sufficient time had elapsed to permit these people to use the product and form conclusions, an investigator called on every one of them and asked just one question: "How did you like the tonic?" The query was made as bold as that because the company wanted to get opinions that were entirely uninfluenced by the investigator.

The company got various answers and comments. Some of the comments had to do with the amount of oil in the vial. Other comments had to do with the amount of perfume. These were duly noted. But mainly, the company was interested in finding out: first, whether the tonic had a basic appeal and, second, whether people would go to the trouble of "rolling their own."

On both points, the results of the investigation were entirely reassuring and therefore the product was given a wider trial. However, the company had not forgotten those stray comments concerning the amount of oil in the vial and the amount of perfume in the tonic. With the first of these points in mind, it attached to each bottle a little slip that read:

NOTICE—The amount of oil supplied by us in the oil-tube, according to dermatologists' advice, is sufficient for practically all scalps.

If, however, you find that you need more oil, we will send you an additional tube free. Simply fill in your name and address and mail to us.

Within a comparatively short time, about 800 of the slips had been returned. These verified what the personally conducted survey had already indicated—that the amount of oil in the vials was not sufficient for everybody's needs.

It was promptly decided to increase the size of the vial so that it would hold 50 per cent more oil. The new bottles are now going out

May 28
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CLOTHING A MARKET

Residents of the
Oakland Market
annually spend

more than \$21,104,000 for
clothes, according to the United
States Bureau of Census.

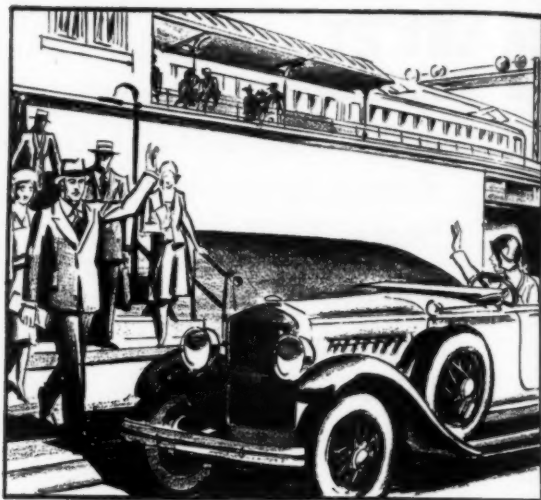
This large item, representing
approximately 8 per cent of the
total annual retail expenditure,
includes men's, women's and
children's clothing, shoes, furs,
millinery and hosiery.

Concentrate your sales effort in
the Oakland Market!

Oakland Tribune

National Advertising Representatives:
WILLIAMS, LAWRENCE & CRESMER CO.
Los Angeles San Francisco New York
Chicago Seattle

What about the 1,600,000 people in



YOU must "shoot both barrels" to score anything like a direct hit in America's greatest home market—Philadelphia!

Consider these facts and figures.

There are 843,067 families—3,709,000 people—living within A. B. C. Philadelphia and its suburban area.

In the city proper there are 470,378 families.

CURTIS-MARTIN
INDEPENDENCE SQ.

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Out these ble in the suburbs?

In the A. B. C. suburbs there are 372,689 families.

Advertising to the city—and missing the 372,689 families—1,600,000 people living in the suburbs—is nothing more nor less than failing to reach a sales potential that is the cream of the Philadelphia market.

It is in Philadelphia's suburbs where the families with better-than-average incomes are concentrated; where there is the ability and desire to buy everything that adds to the enjoyment of living.

No single newspaper can begin to sway the purchasing power of A. B. C. Philadelphia and its suburban area for the simple reason that no single newspaper has anything like the circulation volume necessary to provide coverage of the 843,067 families in this great market.

The one and only way to dominate here—to obtain 100% coverage of both the city and suburbs—is through the Curtis-Martin group of Philadelphia newspapers—the Morning and Sunday Philadelphia Inquirer and the Morning, Evening and Sunday Public Ledger.

In the light of today's merchandising and advertising requirements it will pay you well, Mr. Manufacturer, to re-evaluate newspaper schedules as they apply to Philadelphia.

When may we present the facts?

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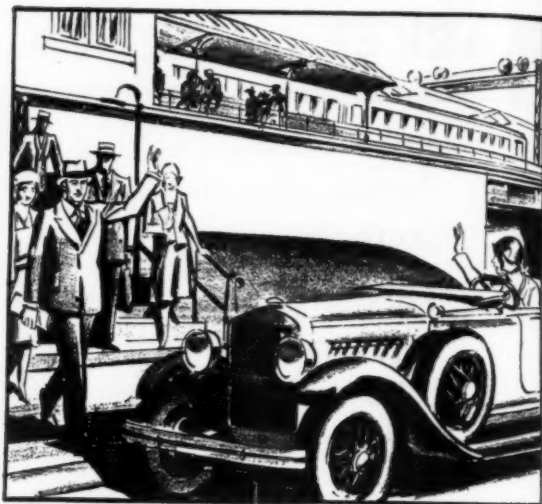
NEWSPAPERS, INC.
PHILADELPHIA

The Philadelphia Inquirer

MORNING

SUNDAY

What about the 1,600,000 people in



YOU must "shoot both barrels" to score anything like a direct hit in America's greatest home market—Philadelphia!

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CURTIS-MARTIN
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RTIN
CE SQ. NEWSPAPERS, INC.
PHILADELPHIA

The Philadelphia Inquirer

MORNING

SUNDAY

We are pleased to announce
the appointment of . . .

Nelson R. Perry
as Advertising Manager of
Liberty Magazine

Mr. Perry immediately reassumes the responsibilities of this position which he held for five years prior to Liberty's purchase by Macfadden Publications, Inc.

This also announces the appointment of

Max A. Geller
as Eastern Advertising Manager

H. A. Wise, Vice-President
In charge of Advertising Sales
Liberty Publishing Corporation

with the larger vial and the slips returned in the future will be watched to determine whether all objections have been met.

With regard to the second objection—concerning the perfume—it was decided that, inasmuch as most of the complaints came from men, males would be made the subject of a test. Accordingly, the company sent a bottle of Scalptone to 100 men—men who it was known would give the tonic a careful test. The bottle was preceded by the following letter:

I am sending you a bottle of a new product called Packer's Scalptone. You are one of a few men whom I am asking to try this product before it is publicly launched.

Will you do me the favor of using it, and within two weeks writing me a letter telling me exactly what you think of it?

Personally, I think it is very fine stuff. I know that no finer hair tonic can be made. It is, furthermore, the only *adaptable* hair tonic. Scalptone has been developed with first-rate chemists and skin specialists and while we make no claim that it is going to grow hair where hair has ceased to grow, we do feel sure that it will do everything any hair tonic can do—and quite a lot more besides.

What I think of it, however, isn't nearly so important as what a relatively disinterested person thinks of it.

So, when you write me, will you please give me your very frank opinion; tell me what you like about it, if you like it; and what you do not like about it, if you don't like it.

A brick-bat may be quite as helpful to us as a bouquet, for the brick-bat might lead to improvement while too many bouquets might only paralyze our further thinking.

I enclose a self-addressed, stamped envelope which you may wish to put in your tickler file.

Practically 100 per cent replies were received and these indicated that the perfume might be a retarding factor, at least so far as men were concerned. Inasmuch as women are at least equally important users as men, however, it was not possible simply to eliminate or lessen the amount of perfume—not without asking the women.

Consequently, the following plan was devised: Three samples of the product were made up. One contained no perfume at all. The second contained one-third the usual

amount of perfume. The third contained two-thirds the usual amount. The samples were sent to both men and women.

It was found that most women preferred the bottle that contained two-thirds the usual amount of perfume. A smaller amount voted in favor of the bottle that contained one-third the usual amount. Practically none voted for the bottle that contained no perfume.

Then the returns from the men were counted, and *they were exactly the opposite*. The majority of the men preferred no perfume at all. A slightly smaller number voted for the bottle that contained one-third the usual quantity. And very few voted for the bottle that contained two-thirds the usual quantity.

Tests are still being made on this point.

* * *

Now Packer's Scalptone is being advertised to the trade and to the consumer. The trade campaign, using direct mail and business papers, started in January. The consumer campaign started in February issues. Full pages are appearing in a "movie" publication, in two women's publications and in a publication with a circulation that is predominately masculine. In addition, time over the air, both nationally and sectionally, is being used.

Winningham Appoints

W. E. Fleming

William E. Fleming has been appointed in charge of new business activities of C. C. Winningham, Inc., Detroit advertising agency. He has been city sales manager of R. L. Polk and Company. Mr. Fleming at one time owned and operated his own agency in Chicago and previous to that had been advertising manager of Fairbanks, Morse & Company.

Appointed by Mitchell-Faust-Dickson & Wieland

Waldemar Zimmerman has been appointed manager of the New York office of Mitchell-Faust-Dickson & Wieland which has been opened in the Graybar Building. Before joining Mitchell-Faust-Dickson & Wieland a few months ago, Mr. Zimmerman was with the Thompson-Koch Company, Cincinnati, and before that with the Green, Fulton, Cunningham Company.

Nine Sales Contest Features That Help Boom Rex Cole Sales

Sales Contests Are Largely Responsible for This Distributor's Tremendous Sales Increases of G. E. Refrigerators

By E. H. Campbell

Manager, Sales Promotion Department, Rex Cole, Inc.

SINCE our company began business in 1927 as metropolitan distributors of General Electric refrigerators we have been experimenting with sales contests. As a result of much practical experience, we have reached the conclusion that they are largely responsible for the remarkable sales increases we have experienced during the last eighteen months. We believe they helped us raise our 1930 sales operations 78 per cent over those of 1929, and that their effect on our retail sales organization accounts for a 100 per cent increase this year over retail sales of last.

In reviewing our experiences, nine points appear to have a most important bearing on all the successful contests we have put on. These nine points I propose to discuss in some detail.

(1) *Divisional spirit.* Men enjoy competition. They also like to work for a group. When they are set off into groups which vie with one another to achieve the same goal, they put a great deal more into their efforts than they would if they were working only for themselves. We found this out early in our contest experiments, and to the development of the group spirit we attribute a very large share of our current success.

(2) *Handicapping.* There invariably are men in the organization whose newness makes it hard for them to plunge into a contest and to be a success from the start. Too, there are men who cannot possibly compete with star salesmen on an even footing. Our handicaps are based on three factors. *First* is the length of the man's service. *Second* is the potentiality of his closed territory. *Third* is the volume he has been doing in the past.

We have found that by making

the quotas of new men in proportion to their abilities and the quotas of the star men in proportion to theirs, we get good results. Awards are made on the basis of proportion of sales to quota. Therefore, the new man can go out on the job with confidence that he has just as good a chance to win prizes for his division as the star salesman. With every man feeling this way, the morale of a contest is kept at a very high level.

(3) *Spreading the news of the contest.* Salesmen are like any other people. They like to see their names in print. They like to know that their friends are reading about their achievements.

Capitalizing this factor of human nature, we get out the "Rex Cole News," a weekly news bulletin that gives many angles of the company's activities. To each contest is given a great deal of space.

The News Treatment

Our method is to treat the activities of the men as news events. Even the writing technique is that of a newspaper. The man who does an outstanding job is played up as if he were a public character. Headlines are sensational. And, as with regular newspapers, the penalty for poor work is—oblivion. The man who does a good job is given large space and a good story. The man who has had an off month, instead of having his poor work commented on, gets no mention whatever. The urge to get into the headlines for positive achievement is greater in effect than any amount of pep talk from a sales manager.

(4) *Hall of Fame.* As an addition to the contest—though this element of our program runs whether there is a contest going on or not—we have a Hall of Fame.

Into this gallery of photographs each month goes the picture of the salesman who has led his division in proportion of sales to quota.

This man has his photograph specially made and put into the gallery for the period of a month. If he wins in his division for a second month, his picture remains and he also gets an autographed photograph of Mr. Cole. If he wins three times, his photograph then remains in the Hall of Fame as long as he is a member of the organization. This idea, which appeals strongly to the men, is equally effective with our divisional managers.

(5) *Challenge trophies.* Similar to the Hall of Fame in basic principle are the challenge trophies which are offered even during the period of contests. These usually take the form of cups and engrossed, framed certificates, the trophy staying for a month with the branch that wins it. Competition for such a trophy is so keen that usually it is eight or nine months before it goes into the permanent possession of any one branch for three winnings.

(6) *Accurate scoring.* We believe, as a result of practical experience, that a contest that aims for real success must give a great deal of attention to accurate scoring. The system must be complete. Men and branches must be kept in daily touch with scores.

We watch this angle of the contest so closely that the telephone sometimes is kept hot by our men calling from one branch to another to get latest news. By playing up to this keen interest in scores, we get exceptional endeavor from our men.

Each day the divisions telephone their day's sales totals to headquarters. The scores then are made up at the central office and phoned back to all divisions the first thing next morning so that the men know before they start out each day just where they and their divisions stand.

At headquarters we keep a large bulletin-board comparable to a stock broker's board. On this are listed the names of the divisions, along with quota, sales this date,

sales this month to date, per cent of quota, and sales last year to date. Totals are added up at the bottom.

To this board is added another called the Roll of Honor. This lists, month by month, the directors and salesmen who have won the credits for each period. At the bottom of each column is printed the special bonus awards, with these two phrases: "The man whose name appears most often on this Roll of Honor will get the biggest share of the thousands of dollars' worth of merchandise being distributed as prizes. What are you doing to insure that honor for yourself?"

(7) *Sustaining of pace.* It was our experience in early contests that individual prizes did not truly stimulate sales. Where each man went out for prizes for himself, he went out with the feeling that three or four men out of a certain ten in the organization were almost sure to win. The result is that he did not try as hard as he could. Nor did his interest continue.

To set a pace and then to sustain it for five months is our aim. We have found the answer in distributing rewards so that the man who wins then achieves something for his division at the same time. We also arrange that the individual and the division must sustain their efforts to get these rewards.

For example, each man gets a monthly prize, as does the sales director. The points these men and directors win go on their personal score. But in addition, the men and directors who make the most points during the entire contest get a bonus. As this bonus is considerable, everyone keeps up his effort from month to month in order to get this bonus. The plan works very effectively, making everyone spread his pace consistently over the whole period of the contest.

(8) *Prizes on competitive basis.* We believe that to get best results from sales contests, prizes should be on a competitive basis instead of being mere rewards for increased volume. This makes the individual fight for his division whether he is up against an un-

usually hard situation or an easy one. If things are difficult in any one month for him, he plugs right along, because he knows that whatever business he gets will count for his group. When he is finding orders easier, he works just as hard because every sale he makes counts, not only for himself, but goes to make up for some other man in the group who may be having hard sledding.

Furthermore, the competitive basis makes it possible for the men to get their awards whether they have made quota or not—so long as they have truly done the best they can. For in beating the other divisions they have done good work even though actual returns may be under schedule.

(9) *Dignifying the contest.* Just as we appeal to the men's group spirit to increase sales for our product, just so we treat this spirit in a dignified manner when in personal contact with the men. When the division manager talks to his group or when one of the executives talks to all of the men, the

attitude is one of encouraging helpfulness—never one of belittling a man because he may have fallen behind. The importance of this attitude cannot be over-emphasized. It is one of the biggest factors in making our contests as successful as they have been.

I have gone into rather complete detail about our contests, chiefly because we hold them so largely accountable for our rather unusual sales success in a period when many other businesses have felt that sales cannot be expected to be up to previous years. In our case they have gone far ahead of other years. Contests cannot, of course, be given all the credit. Many other factors enter into the picture such as consistent advertising, good general direction of the sales force, longer payment terms for the refrigerators we sell, and aggressive promotion.

But the real results, the steady plugging and even sales pace, come from the competitive spirit which every element of the contests seeks to inculcate and keep alive.

Send Them Checks

AN engineer and an advertising agency man made a study recently of costs, distribution and sales outlets for an Ohio manufacturer of jewelry and novelties in several distinct price classes. The study of his business was thorough and exhaustive.

Profits of several hundred thousand dollars a year had been dwindling for many years. Even in 1928 and 1929 profits decreased as volume went up.

The fall in the profit line started a year after a cheap, big volume line was produced to be sold to certain big chains at low prices. It was natural that the engineer should go into the cost sheets on this item most carefully. At the end of his investigation he made a startling recommendation to the president.

"Draw six checks for \$20,000 each," he said, "and send them with your compliments and best

wishes to the presidents of these six big outlets. But don't sell them any more merchandise. You will then save yourself approximately \$50,000."

This engineer says that in most places where his services are used 25 per cent of the line is priced too high, 25 per cent too low. In the case mentioned above, the high-price line was far too high to meet competition of equal quality. The low-price line was losing \$170,000 a year.

Too many manufacturers, desperate for orders at any price, are in the business of raising sick pups.

A careful study of all accounts, cost analysis on salesman's calls in all outlets, will show where to start applying the chloroform. Selling to illogical outlets, pushing for volume to a point where each item is one more charity gift to someone, these things are wasting money.

Take the Overage out of Coverage



See that the circulation you buy is all pay dirt—but don't overlook the gold.

Circulation is pay dirt, from which your advertising copy placer mines the gold.

Naturally it is desirable that your advertising schedule include only those publications whose circulations contain a high percentage of gold in the form of potential buying power and potential sales.

Who is the concentrated essence not only of buying power but of buying influence?

The Banker.

Banker Influence is no longer just a slogan. It is a fact. The Banker is officer, director or directing head of practically every major business enterprise. Every business deal, important or unimportant,

passes across his desk. To reach him, to give your advertising coverage without overage, you must use the one publication which he reads when he is banker-minded—his own *American Bankers Association Journal*.

The recent survey of the Banker Market conducted by this publication shows (1) a 20-to-1 reader preference for the *Journal* over any other, (2) an A. B. C. circulation of approximately 38,000, with (3) an average of 4 readers per copy (4) absolute proof that the banker's personal purchases, purchases for his bank, and influence over all purchases set him up as the only triple-threat market in existence.

The nearest comparable circulation to that of the *Journal* shows a page rate of \$720. And the *Journal's* page rate is \$250!

AMERICAN BANKERS Association JOURNAL

22 EAST 40th STREET

NEW YORK

Edited by James E. Clark • Alden B. Baxter, Advertising Manager
Charles H. Ravell, 332 South La Salle Street, Chicago • R. J. Birch & Co.,
San Francisco and Los Angeles

A PICTURED TRIP THROUGH THE INSTITUTE

UNLIKE the stage, there is no illusion about a great magazine that a visit behind its scenes can destroy. Indeed, an opportunity to observe the care, the skill, and the enthusiasm which go into its preparation only increases the delight of the audience. Every reader who has actually witnessed the prolonged and fascinating effort behind a Delineator Institute article goes away with a heightened sense of the authority and usefulness of that article.

That all of Delineator's readers may enjoy the opportunity of a pictured visit to Delineator Institute, we have prepared a booklet entitled, "Mrs. Jones Discovers the Most Interesting Home in the World." Here is an illustrated story, which, by its vivid description of an editorial technique in action, will galvanize the imaginations of the women who read it. We are offering it in Delineator, free to those readers who are interested.

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FREE

IF you are interested in how we are intensifying the enthusiasm of our readers for Delineator, we shall be glad to send you, too, a copy of this booklet.

DELINEATOR INSTITUTE
160 Sixth Ave., New York City

DELINEATOR

IN THIS CORNER—

The responsible business executive requires facts and their significance in relation to happenings—

(1) WITHIN HIS OFFICE OR PLANT

—in the conduct of his sales department or factory he is served by the technical press: *Printers' Ink*, for example, in his marketing problems, or *Factory and Industrial Management*, or *Industrial Engineering* in the plant.

(2) WITHIN HIS TRADE OR INDUSTRY

—for the news of his industry he looks to his trade or industry paper: *Railway Age*, for example; or *Dry Goods Economist* or *Textile World*.

(3) IN THE WORLD OF BUSINESS GENERALLY

—for events in the world of business generally, he draws upon several highly developed journals and magazines of business, such as *Business Week* and *Nation's Business*.

(4) IN THE WORLD OF NATIONAL AND INTERNATIONAL AFFAIRS AS THEY BEAR ON THE FUTURE CONDUCT OF BUSINESS

—within recent years, he has come to feel in the conduct of his business the increasing importance of a fourth group of forces:

the influence of events and trends having their origins outside of the field of business.

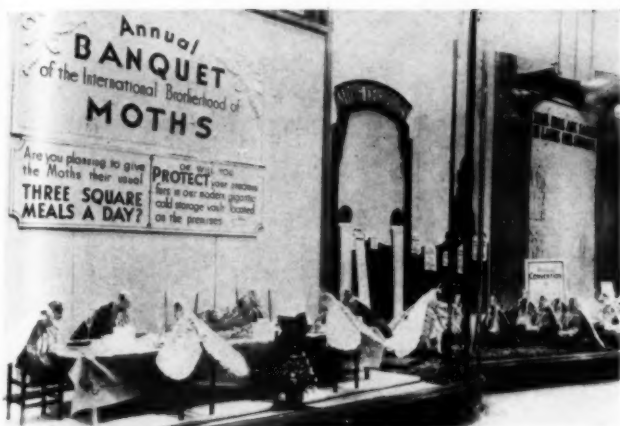
These are the four cornerstones of the business man's reading. *World's Work* occupies the *all-important* fourth corner.

WORLD'S WORK

Controlled and Identified Circulation

DOUBLEDAY, DORAN & COMPANY, INC.

Publishers, Garden City, N. Y.



The Meeting of the Moths

THE International Brotherhood of Moths is holding its annual banquet and convention at New York.

Headquarters have been established in the window of the Fifth Avenue shop of I. J. Fox, furrier. The purpose of the gathering, it seems, is for the discussion of ways and means for the organization to combat its only enemy, cold storage. The well-

appointed festive board groans under the weight of generous servings of caracul, beaver, raccoon and other mothly delicacies, each delegate smacking his lips over his own favorite dish. A sorrowful touch that tempers the festivities is the empty chair at the banquet table, wreathed in black and dedicated "In memory of our departed brother, who froze to death in the I. J. Fox cold storage vault."



To Keep Out of Ruts

SOCONYLAND, where dwell the users of Socony products, will get its first copy of a summer publication this week. The paper, "Tours and Detours," will carry three pages of items and illustrations of scenic points. The last page will carry a road map.

The maps will omit all secondary roads and will show only the principal routes of travel. Road obstructions will be shown with directions for detours to avoid delay and rough travel. "Tours and Detours" will be distributed through Socony stations. Editions will run to about 500,000 issues, and will be split, half carrying

maps of New York State and half of the New England territory.

Display space in newspapers this week will announce this new service of the Standard Oil Company of New York. Copy will carry coupons for direct application for the publication. The company's radio program will include an invitation to write in for copies.

There are 800 construction jobs under way and scheduled for work this summer east of the Mississippi. This gives some indication of the changing conditions of road travel for motorists, which, in Soconyland, calls for revision of the maps every two weeks.



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of Chapman & Hall, Ltd.



Shaving the Immortals

"**W**HAT might not the world have lost—or gained—if Dickens had been clean-shaven?" This question is not for Dickensians alone to ponder. It is a problem for the public propounded by Gillette in an advertisement in *Punch*.

There is reproduced a picture of Dickens, alongside of which is set

another showing how he would appear without his beard—if Dickens had used a Gillette.

Here is advertising, indeed, that gets attention, stimulates the imagination and holds up our men of fame in a new light. A list of eligibles could run almost without end. If only a picture of Methuselah could be located!

♦ ♦ ♦

Blaming the Sun Spots

IT was William Stanley Jevons, British economist, who first suggested in the 1860's that business depressions were caused by the sun-spot cycle. These spots come about in eleven-year cycles.

Dark sun spots, generally oval in shape, the causes of which are just as obscure as are panics, have amused modern economists when our troubles were attributed to them. But David Dietz, science editor of Scripps-Howard, adds some information to the old idea. Dr. Harlan True Stetson, director of the Perkins Observatory of Ohio Wesleyan University, told Mr. Dietz:

"One day I received a copy of

Colonel Ayres' charts of the ups and downs of business. I could not help noticing how much the chart looked like a sun-spot graph, so I started to do a little figuring."

Here are his results.

The bottoms of business depressions were 1884, 1896, 1908, 1922.

The maxima of sun-spot cycles were 1882, 1894, 1906, 1918, 1928.

As a rule the depression bottom came two years after the big sun-spot, except at the World War.

At that rate, we must have reached the bottom of this depression about September last year and been scraping along on the bottom ever since.

Try to prove it.

The Burroughs Clearing House

the ONE magazine
read by one or more
bankers in *every*
bank in the United
States and Canada

The rate per page per thou-
sand is much lower than
that of any other publica-
tion in the banking field.

*Ask for rates, circulation analysis
and other data.*


THE BURROUGHS CLEARING HOUSE
SECOND BOULEVARD AT BURROUGHS AVENUE, DETROIT

For "Bow-wow" Economists

"LET us imagine for one year that we should use advertising to pull down the standards of living, instead of as a continuous urge to raise them."

In making this suggestion to the Advertising Club of New York, Merle Thorpe, editor of *Nation's Business*, had in mind the effect of such a campaign on "bow-wow" economists. The idea came to him after reading the speech of an American banker who said that an orgy of advertising was largely responsible for over-buying, thereby contributing to the depression.

Mr. Thorpe explained that he took the idea to an advertising agency and asked for copy for such a campaign. Specimens of such an imaginary campaign were shown, of which the accompanying illustration is typical. Each advertisement merely made an announcement. It carried no incentive. Studebaker talked about free wheeling but suggested that there probably were many more miles in the reader's old bus. Kohler of Kohler advertised bath tubs but said one in a home is enough.



3 YEAR
GUARANTEE
BUT—
Perhaps your
old ice box is
good enough!
GENERAL ELECTRIC
ALL-STEEL REFRIGERATOR

The philosophy of Americans, more things for more people, said Mr. Thorpe, is responsible for bringing living standards to a level that other countries envy. Is it not significant, to those who decry advertising, that it is in America that advertising is most generously and mostly intelligently employed?



No Lucky Strike

SEATED in his office: James A. Farrell, president of the United States Steel Company. A visitor is announced. He states his mission, an offer of \$1,000 if Mr. Farrell will lend his name to an advertisement for Lucky Strike cigarettes.

This incident from the daily rou-

tine of a big business executive was described in a speech which Mr. Farrell made last week before a meeting of the American Iron and Steel Institute.

Said Mr. Farrell: "Now you can imagine—you know I have never smoked a cigarette in my life—what happened to that gentleman."



Supreme Court Rules Against Trade Commission

IN a decision in the case of Federal Trade Commission v. Raladam Company, maker of Marmola, an obesity remedy, the Supreme Court of the United States ruled

against the Commission. The court held that Raladam was not injuring competitors and that in the absence of such injury the Commission is without jurisdiction.

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*Bringers of Commercial Imagination
to American Business*

THE ADVERTISING FOR

HECKERS' CREAM FARINA



is created and placed by

McMULLEN, STERLING and CHALFANT, Inc.

250 PARK AVENUE
NEW YORK CITY

THE EVENING BULLETIN REACHES 91% OF THE PEOPLE OF THE CITY

Stop Experimenting

IT IS a curious fact that, when business falters, there is a strong tendency to experiment . . . to seek some magic formula for sales.

Just when *sound thinking* is needed most, it gets lost in the urge to try *something new*.

Stop experimenting! Sales *still* lie where people are. Great centers *still* consume vast quantities of goods.

The newspaper *still* carries the news into the home every day.

It is *still* the easiest, quickest and most economical way to present your products to the needs and desires of millions.

All of that is obvious. All of it is *history*, restated here as an aid to sound reasoning.

% OF T MES IN PHILADELPHIA'S BILLION DOLLAR MARKET



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The Philadelphia Bulletin has 560,855 daily circulation, every copy net paid, secured without prize, premium or contest.

Ninety-one per cent. coverage of Philadelphia homes at a rate of sixty-five cents an agate line—

The greatest coverage at the lowest cost of any metropolitan market in America.

THE EVENING BULLETIN

WILLIAM L. McLEAN, PUBLISHER

PHILADELPHIA

York Office . . 247 Park Avenue

ago Office: 333 N. Michigan Avenue

Detroit Office . 321 Lafayette Boulevard

San Francisco Office . 681 Market Street

KENYON & ECKHARDT

INC.

ANNOUNCES

as First Vice-President

•

THOMAS D'A. BROPHY

Formerly:

In charge of Sales Research and Development for
Anaconda Copper Mining Co., The American
Brass Company and subsidiaries.

Vice-President, Anaconda Sales Company.

Vice-President and Chairman Advisory Committee,
Copper and Brass Research Association.

Vice-President and Chairman Sales Committee,
Revere Copper and Brass Incorporated.



CLIENTS •

The Alvin Corporation
Axtom-Fisher Tobacco Co. Inc.
(Spud Cigarettes)

Bergdorf Goodman Company
Canadian Pacific Railway Co.
(Steamships, Cruises,
Chateau Frontenac)

Arthur Gilmore, Inc.
Goulds Pumps, Inc.

Hotel St. Regis
India State Railways

Kerite Insulated Wire & Cable Co.

Kattermann & Mitchell Co.
(Gloria Gay Silks)

Monitor Controller Co.

Rock City Tobacco Company, Ltd.

Sangamo Electric Co.

Louis Sherry Inc.

Sherry-Netherland Corporation

Standard Gas Equipment Corp.

John Wanamaker

(Silver King Golf Balls)

Waldorf-Astoria Corporation

York Ice Machinery Corporation

247 PARK AVENUE • NEW YORK

Four Advertisements That Did

Buick, Erskine-Danforth, Jergens and Knox Present Advertisements That Were Unusually Productive

By Aesop Glim

YOU have probably noticed the present series of Buick advertisements—with headlines such as "To the father of the finest girl in the world," "We have always owned a Buick," "Some day your boy will own a Buick." These advertisements are hard to miss—they are so human, so accurately human.

E. J. Poag, assistant sales manager in charge of advertising for Buick, writes me that the Boy advertisement, reproduced herewith, measures up as "unusually productive"—even though the whole campaign ranks high on that count.

"Among Buick advertisements of the last six months, perhaps one of the most suitable (for your article) from the standpoint of traceable results is this spread which appeared in *The Saturday Evening Post* and *Literary Digest*.

"This advertisement has proved wonderfully productive in the sense that it has inspired thousands of people in all parts of America, and even foreign countries, to think more finely and favorably than ever of the Buick car and the Buick company.

"As you will note, we invited readers to write for the unusually fine picture of a boy which forms the illustration of the equally fine copy story of this advertisement. Up to date, we have received more than 3,000 requests—and the letters are still coming in. Some of these have come from such distant countries as Japan, Turkey and Spain. Hundreds bore the information that 'the painting looks just like my boy.' This, we believe, is pretty definite evidence of a productive advertisement.

"Perhaps you would be interested in knowing something of the thinking back of this advertisement as well as others like it in the campaign which Buick is now running. We feel that we are building our car, not for a vague, intangible thing known as a 'market,' but for individual men and women. And we feel that we ought to build our advertising in the same spirit, with individual men and women who own or want Buick cars uppermost in our minds. We do not mean to convey the idea that we are running all 'human interest' advertisements. On the contrary, we pre-

THE EIGHT



AS BUICK
BUILDS IT

SOME DAY

YOUR BOY WILL OWN A BUICK

You know a boy, who, added to his up and vigor again this, are one of the best of his world, representative of your nation in the world.

He may grow you with gradually, may make more sure that a strong hope might be, you may make the opportunity of your loved one tomorrow. He is a boy, boy—and all your future is his.

There are the days of the Buick car, when you know Buick is building a car, a car that you can see, you can feel the hands of that Buick car and make

the present "The Eight" again in the same way that the "The Eight" Buick car.

They were on to the "The Eight" Buick car, and Buick was doing nothing.

The day of the Buick car, when you can see the hands of that Buick car, and Buick was doing nothing.

They were on to the "The Eight" Buick car, and Buick was doing nothing.

They were on to the "The Eight" Buick car, and Buick was doing nothing.

and in the same way that the "The Eight" Buick car, and Buick was doing nothing.

They were on to the "The Eight" Buick car, and Buick was doing nothing.

The day of the Buick car, when you can see the hands of that Buick car, and Buick was doing nothing.

They were on to the "The Eight" Buick car, and Buick was doing nothing.

They were on to the "The Eight" Buick car, and Buick was doing nothing.

pare many campaigns which are intensely 'selling' in nature. But we do try to make our advertising human and interesting.

"We feel that we have three great advertising assets—the Buick car, the Buick organization and the Buick public, and while constantly telling the story of the first two, we try never to forget the Buick public.

"We are using the following quotation as the theme thought of a Buick black-and-white campaign now appearing in *Collier's* and *Time*:

"More important than all the deliberations of the industry are the family councils on the performance of cars, the atmosphere of service stations and the courtesy of salesmen. Millions of daughters, mothers, sons and fathers, are writing the future of the automotive industry around the firesides of America with no one there to plead the case of the manufacturer, car or dealer. And the verdicts are final."—*Motor Magazine*.

"This expresses very well Buick's feeling regarding what is happening in the automotive industry today. The future of the industry, and of individual companies, is being written around the firesides of America, to a large degree.

We are building our cars carefully and well, with individual men and women in mind, so they will speak kindly of Buick when they gather round those firesides. And we are building our advertising sincerely and truthfully, again with individual men and women in mind, so they will give Buick a friendly hearing when they sit round those firesides thumbing the advertising pages."

The 3,000 or more requests for the reproduction of the illustration serve merely to prove that this advertisement got itself seen. I feel sure that the headline and copy would have earned ample reading even without the illustration.

Read this Buick advertisement and ponder:

SOME DAY YOUR BOY WILL OWN A BUICK

You who have a boy, with mischief in his eye and wings upon his feet, are one of the rich men of this world, regardless of your rating in Dun or Bradstreet.

He may pester you with questions, may make more noise than a dozen boys ought to, may even mar the upholstery of your brand new automobile. But he is *your* boy—and all your heart is his.

• A COFFEE TABLE •

that does tricks

Special at \$19.50

(Regularly \$29.00)



THE DANERSE COLLECTOR'S PIECE FOR THE MONTH OF MARCH

IN the days of Queen Elizabeth appeared the first extension table.

It was ingeniously fashioned so that the top rested upon two levers which rose as they were pulled out, thus adding length without disturbing objects lying on the table.

We have adapted this Old English device to a simple Early American tavern table of maple and white walnut. The result is one of the most fetching and convenient little coffee tables that ever stood in a living room.

For the month of March only we are offering this quaint piece for \$19.50. Finally, the price does not adequately reflect our case of building the table; we are making the price unusually low so as to prompt our friends to collect Danerski-Furniture.

Now you can also see many other new pieces, equally chosen in juniper, which we have recently designed and built for living room, dining room, bedroom. And here's the last bit of good tidings—prices of all Danerski furniture have been adjusted to the lower current costs of making.

DANERSEK FURNITURE

ERIKINE-DANFORTH CORPORATION • Designers and makers of choice furniture

383 MADISON AVENUE, AT 60TH ST., FIRST FLOOR UP

Many men who drive Buicks today were boys when Buick began building automobiles twenty-seven years ago. Some lifted the hoods of their fathers' Buicks and studied that pioneer Valve-in-Head engine as boys now study Buick's Valve-in-Head Straight Eight.

They went on to fine careers . . . and Buick went along with them . . . developing, improving, refining, year after year.

The tie of friendship between these owners and Buick is very close. Some have owned as many as five, ten, even twenty Buick cars. More than eighty-eight per cent—almost nine out of ten—purchase Buicks again and again.

Buick hopes for this same friendship with your boy when he reaches man's estate, and is more than willing to pay in constant progress.

Buick will go forward with that boy, grow with him, seek to interpret his desires in transportation, as it interprets the desires of present-day motorists.

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Just as surely as Buick fulfils this responsibility, and proves worthy of his favor, some day your boy will own a Buick.

This copy deserves honorable mention on two scores particularly. First, the easy and logical sequence—which keeps you reading without effort. Second, and to quote Mr. Poag, it is written "for individual men and women."

It is really a good idea to write your copy "for individual men and women." (The limitations of both words and typography prevent my conveying the sarcasm I would like to get into that statement. But I recommend it to copy writers in general and Experienced Ad-Crafters in particular. Tell with your copy chief, your client and that "vague, intangible thing known as a 'market'"—write to individual men and women and you have a chance of selling some goods. Moreover, you'll be surprised by the frequency with which your client or copy chief recognizes the right thing when you produce it.)

Ralph C. Erskine, president of the Erskine-Danforth Corporation, writes:

"At frequent intervals it is our policy to offer virtually at cost small chairs or tables, made with the same care and refinements of craftsmanship as our most expensive pieces.

"The advertisement headed 'A Coffee Table that does tricks' attracted far more than the usual response. In fact, within two weeks, it brought about the sale of over 400 of these little tables.

"More than 80 per cent of the people who bought were new customers, making the acquaintance of Danersk furniture for the first time.

"Many of these, we believe, will return, as a result of this first purchase, when next they

need furniture. Our past experience has shown that we can rely upon a definite percentage of such new customers, first attracted by an incidental piece, to come back to us later when furnishing whole rooms or houses."

The effectiveness of this copy becomes doubly apparent if you realize that this is a fairly small newspaper advertisement, carrying no coupon—and that it appeared only in the New York *Evening Post* and *Herald Tribune*.

From The Andrew Jergens Company I have received the black and white magazine advertisement entitled, "You can have exquisite hands." Appearing in five magazines altogether, this advertisement pulled a total of 73,383 coupon replies!

Months ago, Old Aesop Glim wrote a diatribe on the subject of headlines, in which there appeared the statement: *Broadly speaking, a good headline is a simple declarative sentence which has force and interest for your prospect.*

The headline in this advertisement surely fits that description.

You can have exquisite hands



Jergens Lotion
softens and whitens

When creaming, the lotion is rubbed into the skin, and the hands are left soft and smooth. The lotion is rubbed into the skin, and the hands are left soft and smooth.

TWO FAMOUS INGREDIENTS give this preparation almost instant power to soothe and whiten your skin.

Perhaps you forget sometimes of one having lovely white hands?

But the first time you use Jergens Lotion, you feel—no matter how rough and dry your skin has become—that here at last is help and comfort.

Remember the wonderful help in keeping your hands smooth and white—dozens of women have also begun to use Jergens Lotion as a regular remedy of the skin, to give their hands, neck, shoulders, the lovely smoothness, the glowing whiteness, that are beautiful and necessary with dressing.

You know skin conditions, and to perfect the complexion, give Jergens Lotion to special gently exfoliating and whitening the skin.

and changed because soft and smooth—very lot of beautiful and comforting power for using Jergens Lotion every time you have had your hands in water, or in any kind of soapy solution.

When you use Jergens Lotion, you feel—no matter how rough and dry your skin has become—that here at last is help and comfort.

When you use Jergens Lotion, you feel—no matter how rough and dry your skin has become—that here at last is help and comfort.

"You can have exquisite hands." Could anything be simpler—or more declarative—or have greater interest for the prospect? It doesn't say, "Have exquisite hands," or even, "Now, you, too—." There is no punning or humor or intrigue. And the copy keeps the same, sincere, even pace.

One sentence I like especially: "... you feel ... that here at last is real help and encouragement." I think this copy, like the Buick copy, was written to individuals rather than to a "market."

The coupon offers a free trial bottle and a booklet. I would like to call your attention to the title of the booklet: "Eight Occasions When Your Skin Needs Special Protection." I believe that this is a legitimate and desirable device for building up the number of coupon returns. Make the booklet sound interesting through its title. (Then, be sure the booklet lives up to its promise and also that it *sells* for you.)

The Knox Gelatine advertisement is typical of the present campaign. J. E. Knox, vice-president of the company, makes one very simple statement: "The effectiveness of our campaign this year is reflected in the sales results—more-than-quota ahead of last year."

He must be crazy. This is a depression year and he has the highest priced product in his field—as far as I know.

However, it is always interesting to know the thinking back of the advertising you see. And Mr. Knox has this to say:

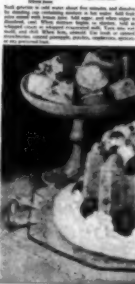
"Our advertising is built to solve two problems:

"1. To differentiate between plain gelatine and flavored, colored gelatine.

"2. To expand the market for plain gelatine by demonstrating its varied uses.

"The advertisement reproduced herewith is one from our present series which includes double pages, single pages and half pages. We attract the reader's attention with a dessert and lead her into thinking about salads. We drop another hint about saving money on

IMPORTANT! READ THIS! (Small text block, likely a disclaimer or legal notice.)



IF ANYTHING IS
BETTER THAN A
KNOX GELATINE
DESSERT...

IT MUST BE A
KNOX GELATINE
SALAD...

So much does "Dinner and salad days!" The idea for dinner days and eating in—step by step and in proper "That's the beauty of this wonderful food."

garden success, but it also makes more dinner per page. It is not only a better gelatin but an economical gelatin. One package contains enough to make five different dinners or salads, an average of eight.

How to Use Gelatin (Small text block, likely a recipe or usage guide.)

KNOX is the
real GELATINE

whipped cream—and conclude with the reminder that Knox is the real gelatine—the plain gelatine."

Knox Gelatine has been on the market for forty years and—to the best of my knowledge—Knox advertising has always carried coupons. Apparently, advertising becomes quite a simple thing if you keep at it and watch the results carefully—as you can with keyed copy.

Toy Account to Churchill-Hall

King Innovations, Inc., New York, manufacturer of character toys, has appointed Churchill-Hall, Inc., advertising agency of that city, to direct its advertising account.

With Jacoby Organization

Leo Steinfeld has joined The Jacoby Organization, New York, direct mail and printing, as an account executive and copy writer.

ONLY
general woman's
magazine in
TO SHOW A GAIN IN
LINEAGE *first*

and America
IN ADVERTISING
five months 1931

And we've gains
for June and July

The

HOUSEHOLD
MAGAZINE

A Capper Publication • Arthur Capper • Publisher
New York Chicago San Francisco Detroit
Cleveland Topeka Kansas City St. Louis

1930 Was Our Biggest Year

Business Is Harder to Get, but Its Condition Yields to More Advertising and Harder Work

As Told to G. A. Nichols

By Edwin J. Anderson

Advertising Manager, Altorfer Bros. Company

IN December, 1929, Silas H. Altorfer, president of the Altorfer Bros. Company, Peoria, Ill. (maker of ABC washers and ironers) mailed a letter to the entire ABC organization in which he made the statement that 1930 would be the greatest year in the company's history.

It was. The year was unprecedented from a standpoint of sales volume in units, dollars received and net profits.

All this, of course, did not just happen; it was by no means the result of chance in which the breaks, if any, favored the company.

We were naturally gratified beyond measure that we could make such a record in a time of serious depression when, under ordinary circumstances, we might have regarded ourselves as fortunate if we succeeded in merely holding our own or even if we had to go just a little bit into the red for the time being. Other worthy organizations had, and are still having, such experiences; why not we?

But, while we were gratified at our 1930 accomplishment (a correspondingly favorable record is being made for 1931, by the way, and for the same reasons) we were not in the least surprised. We knew what the result would be. The only indefinite angle of the matter at all was the exact extent of the dollars and cents increase in sales and net profits. But that there would be such an increase we definitely knew.

Mr. Altorfer, in his letter outlining 1930 conditions, was not prophesying. He was not making a wild-eyed "pep" declaration in an effort to steam up the organization and stimulate a lot of fizzy sales activity. He knew that what he said was based on the premises of simple logic and that therefore its

consummation, in the way he outlined it, was inevitable.

Put in an abstract way, the proposition worked something like this:

You start out with one dollar and want to increase it to two. You ascertain through experience, and perhaps a certain amount of disappointments and mistakes, what you have to do to get the additional dollar. Then you want to increase your holdings to three dollars, and think the methods previously used would be successful. You apply them, making changes and improvements in your procedure that you learn as you go along, and find that the third dollar and perhaps a little more is in your possession.

Repetition Brings Confidence

By this time you have a right to believe that you know something about the ways and means of increasing your capital, and can look ahead to further increases with a reasonable degree of confidence. You naturally have to make allowances for untoward developments. Perhaps the world will come to an end. The American continent may sink into the seas. A plague or an epidemic may kill off all the people.

But allowing for reasonable and not unexpected impediments to your progress—such as an industrial depression, for example—you can go ahead with almost definite knowledge that the methods you have been employing to pile up those dollars are going to continue to be efficacious. Maybe you will have to fight harder and work harder; but if fighting and working during normal times brought in the dollars, it logically follows that an increase in this fighting and working, the extent of the increase being determined by the need at

hand, is going to add to your dollars just as certainly in bad times as it did in good times.

Therefore, if you can count, you don't have to guess about what you are going to accomplish—you know. If you have two here and can get two more there, you need have no doubt as to how many you will then possess; it is a matter of ordinary mathematics.

So it was with the 1930 sales record of the Altorfer Bros. Company.

We had learned what we had to do successfully and profitably to sell merchandise week in and week out, year in and year out. In the first place we had to have something worthy to sell. Our merchandise had to be the best we could possibly produce at a price. And then, to sell this merchandise, we had to let the people know about it and let the dealers know about it. We found, through experience and also by mistakes, the best way to do this selling to consumer and dealer. With acceptance thus established, the next step was to capitalize it by actually selling the goods.

As we went along we improved here and strengthened there as might be justified by things we learned and experience we gained. At length we had the thing worked down to a place where we knew what would develop under given circumstances. We knew that our washing machines and ironers, placed before the trade in a certain way, could be turned into net profits. And substantially the only difference between times and seasons was that occasionally we had to apply the methods more forcefully. One man may lift a reasonably heavy weight, while it would take two to lift one twice as heavy. The basic method, however, is the same in either case. Just because a load is too much for one man, why suppose that all the laws of physics have been abrogated and that it cannot be lifted at all?

It is on the foregoing premises that we base our estimate of the theory and practice of advertising and general sales activities. If advertising made good for us in such

a big way during the years of plenty, which it did, we could see no reason why more advertising and better advertising, if it were possible, could not yield in like proportion during years of near famine.

Preparing for 1930 therefore we increased our advertising investment by a very large percentage. We lined up our sales staff and our dealers to do more and harder work than ever before. It is one thing to have an extensive advertising program and another thing to have the determination and persistence to make that program yield its maximum, not only at the beginning of a new year but to follow it through without faltering.

Business Harder to Get—More Pressure Needed

We put on this extra pressure in the way of more advertising and more intensive selling effort because we knew business was going to be harder to get. But the fact that sales resistance was made so much tougher by economic conditions did not by any manner or means indicate that sales could not be made in volume and at a satisfactory net profit and the job could not be done. This we knew because of previous experience with advertising and general sales effort. It was a much more difficult job of course. But this was the fault of conditions and not due to any inherent weakness in advertising or any inability of advertising to rise to an emergency. We just had to use more of it, apply it more intelligently, and be more persistent and watchful on the follow-through.

During the last few months we have heard a great deal about the alleged failure of advertising to do its stuff in this time of great need.

"Perhaps," a business acquaintance sadly suggested to me the other day, "we advertising people are after all engaged in pretty much of a racket. If advertising were the great business force that we have been claiming it is, if it can create salability that will actually move stocks of merchandise,

\$2,500.00

For the Best *Employee Plan!*

Six million willing, able bodied workers out of jobs!

Strong-Boxes bursting with Gold!

Charities feeding and clothing Men, Women and Children!

WHAT A PARADOX!

And all this in a Country whose Efficiency,
Commercial Wisdom and "Go-getter" Spirit
have become the Marvel of the World!

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SHALL we let this happen again? Shall we permit another depression to catch us unaware—to convert us from cock-sure industrialists into dazed children over night?

For years **FORBES** has maintained that human relations and profits in business are inseparable. The experiences of the past year have proved the soundness of this position.

The most vital social and economic problem confronting the United States today is how to evolve and maintain steady employment, to take care of workers during slack periods.

No ideal system has yet been devised, but some corporations have made more progress than others. A number of systems for handling workers smoothly, and profitably, are now functioning.

What are some of these plans?

Who have established them?

How do they operate?

What have been the results?

FORBES has long striven toward the solution of this many-sided problem. It believes that publication of full information will encourage the wider adoption of mutually profitable employee plans, and so it now offers the following prizes:

\$1000.00 for the best plan submitted

\$ 300.00 for the second best plan submitted

\$ 200.00 for the third best plan submitted

and

*\$1000.00 to the Employee Fund of the Company
using the plan adjudged the best*

Additional manuscripts will be paid for at regular space rates if published

*All manuscripts must be sent to the Contest Editor, **FORBES**, 120 Fifth Avenue, New York. The winning plans will be announced and published as soon as possible after the contest closes.*

The judges will be a number of prominent men in industry and economics. Their names will be announced later.

The winning plan will be practical. It will contain definite facts. It will show not only the benefits accruing to the workers but also the economic advantages to the company that uses it.

The outstanding feature of such a system must be to make the worker as nearly as possible a well-functioning economic unit.

The contest is open to everybody, but manuscripts must deal with specific companies and plans, and should not contain more than 5,000 words.

The contest opens on June 1st and closes on September 15th, 1931. It is requested that manuscripts be sent in as soon as written.

***FORBES** is devoted to the principle that, although based upon the profit-motive, business exists for man and not man for business; that an adequate editorial service must therefore include, in addition to **BUSINESS** news and **FINANCIAL** information, the subject of human relations—the **BUSINESS OF LIFE**.*

FORBES

BUSINESS · FINANCE · BUSINESS OF LIFE

B. C. FORBES, Editor

Published twice a month at 120 Fifth Avenue, New York 25 cents the copy, \$5.00 a year

why this terrible over-production—this stagnation and these many men out of work?"

The answer seems to be, if present conditions in the Altorfer business are any criterion, that where advertising has seemingly failed to make good during the last eighteen months its failure has been due, not to any lack of inherent power, but to lack of opportunity. What I mean by lack of opportunity is this: An organization, let us say, has used advertising with good results during a few good years. A bad year, or what threatens to be a bad year, comes. Sales expectancy may not be up to normal. But this condition which, under average circumstances, plainly calls for more advertising and intensified sales effort, is met by less advertising and less effort. The inference and application are apparent.

In the natural course of events, and even if there had been no business depression, our 1930 and 1931 advertising budgets would have been larger than that of 1929. But they might not have been so large as we determined to make them after the depression showed its head. As Mr. Altorfer said in his letter above referred to, business is just about what we make it. He based his statement on the fact, demonstrated by ABC history, that when business as a whole has been poor ABC business has been good. It was nothing in the world other than an implacable determination to rise above general conditions that made these records possible. And Mr. Altorfer wrote his letter to urge the organization to apply the same spirit of determination to the present depression.

Advertising Is Not the Only Factor to Consider

I hope I shall not be accused of bringing forward advertising as a worker of miracles. Nor am I attempting to say that dollars can be shoveled into a merchandising proposition without stint and profits automatically ground out at the other end. There is a limit, of course, and many factors other than advertising enter into the suc-

cessful culmination of a merchandising program—just as was the case in ours. But, while the powerful ABC sales-producing advertising and merchandising program is not entitled to all the credit for our company's record in a period of general bad business, it is very largely responsible for the gains we made—entirely logical and *expected* gains, too.

At the head of our activities in this direction during the last year and a half stands our ABC co-operative advertising program—advertising in which we and our dealers merged activities at the various points of sale. We strongly believe in advertising ABC products at the point of sale, whether the medium be newspaper, poster, magazine or direct mail. The dealers of a section or locality get together on a co-operative program backed and sponsored by the company. The dealers' names are listed in each advertisement, and the selling benefit to them is thus direct and specific.

An Increase in Co-operative Advertising

At the beginning of 1930 we urged all ABC dealers to participate to the fullest extent of their ability in this co-operative advertising. It proved so successful that year that we emphasized it more strongly than ever at the beginning of 1931. The result is that today more co-operative advertising is being done in behalf of ABC washers and ironers than ever before, and also that dealers are doing more and better individual advertising.

The big thing, as we see it, is to build up the dealer. A selling organization, after all, is no stronger than its dealers. The dealer is the one who is the point of contact with the trade and if he fails the whole merchandising scheme falls down in just that proportion.

In preparing for the year of depression, therefore, we went to the very limits in producing dealer helps. We devoted more time, thought and money to this phase of our merchandising than ever before, with the result that our

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direct-mail pieces, broadsides, envelope enclosures and window display material have been of an exceptionally high type. In many cases, it has been necessary for our salesmen personally to educate our dealers in the proper use of this material and in methods of following it up by personal solicitation. The right kind of window

displays, we believe, are a heavily contributing factor in increasing sales. They accentuate and make more resultful the main advertising message which is conveyed through newspapers. We believe so strongly in carefully prepared window display material that we supply it to our dealers free of charge.

An All-American Space Selling Eleven

The Fifth Member of the Space-Selling Team Is Selected—Fifth of a Series of Articles

By John J. McCarthy

Account Manager, McCann-Erickson, Inc.

5. General Women's Magazines.

When Frank Otis went to his present position several years ago, he was assigned a list of impressive accounts—practically all leading food advertisers—which his new bosses wanted to get into the book. The "book" in question was one of the several leading women's magazines which had had these accounts at various stages of its career, but had lost them.

How Otis managed to sell these accounts back into his book explains his selection on this All-Star Space Eleven.

Before signing up in his present job, Otis had made quite a reputation with a rival publication in the women's field. However, unlike what many men would have done under the circumstances, Otis did not set out immediately simply to switch accounts into his present medium. Before making any calls whatsoever, Otis had a number of long conferences with his new employers and frankly told them why their book had been unable to hold certain accounts—vividly showed them their editorial policy was not attuned to the tempo of the times, that a few extra dollars expended in securing modern illustrators and writers might help, and that the complaints of bad reproduction might be cut down considerably if they spent a little more money for a better grade of paper.

Furthermore, Otis suggested that

their research and promotion department study the offerings of their competitors, and get acquainted with the startling innovation that important points can be graphically illustrated by other means than the time-honored "pie-chart," and that all house advertisements should not be confined to an imposing array of circulation or lineage figures.

What Otis simply told the publishers were complaints which their own salesmen had been grumbling about for years but for which they had not the courage to stand up and voice to the proper authorities. The publishers listened to Otis, possibly because he was a newcomer with an excellent sales reputation. The changes which he recommended were made.

When Otis did start out to make calls, he had something to tell and sell these leading advertisers who had dropped out of his book. Now Otis could assure them that a new program had been planned, and he was able personally to guarantee better treatment than they were able to secure previously from this publication.

Needless to say, Otis was a smart enough salesman to make the most of the concessions which he got from his new employers to his accounts, and shrewd enough also to see to it that when he did get an account back into the book, promises were fulfilled to the letter.

Goodbye

NO MORE HALLOWEEN PICTURES

OVER AT THE 'PRESS CLUB' the boys still gather round and talk about the Good Old Days when pictures were painted and art sold by the square foot.

Gone too... is the old-fashioned Art salesman who used to ride on fast trains and sleep in big hotels. Always hopping the 'Century' and dropping in with the big idea for the next Post spread.

"...I got it," he used to bellow, "we'll stop 'em this time... let's paint a Graduation scene for that June insertion."

And at their next meeting, executives of the Buzz-Fuzz Six would gather round a painting 4 feet square to solemnly decide if the girl was really good-looking.

Yes... those were the happy (go lucky) days.

Today, Art Service is very different! You'll find Contact Men instead of Salesmen. You'll find cameras clicking where Artists used to paint. No more sample



cases, heavy luncheons, and fat cigars for w

We are serving the most intelligent phic 24-
Art Directors... not as art vendors throw mor
but as an integral part of their creative Here's a
organization. pped... c

They turn over to us their unusual stor oil."
problems... a new cigarette pack ph in thi
that's got to "click"... a new art test takes i

The Studio of LECAM

420 LEXINGTON AVENUE NEW YORK

My Graduation Ads..



genuity, to meet these modern art requirements.

It takes a versatile organization too ... lettering-men, cameramen, retouchers, artists...to supply their widespread needs.

You'll find our viewpoint professional ...our thinking contemporary...our work tuned to the quick tempo of today.

The value of what we offer is easy to appraise. On your next job ... whether it's a line of lettering or a complete campaign ... ask your secretary to call Leo Aarons ... MOhawk 4-1545.

and fat cigarette for women's shoes... a photographic 24-sheet poster, wanted tomorrow morning.

of their creation Here's a color photograph that topped... can you make it look like for oil." "Find a Chinaman to photograph in this ad for travelers' checks." their unusual cigarette package new art test takes intelligence ... yes, and in-



LEO AARONS
AVENUE NEW YORK CITY

Letters That Helped Engineers to Become Salesmen

This Company Hired a Group of Young Engineers Inexperienced in the Art of Selling—Then It Set Out to Train Them

V

WHEN the Neilan Company, Ltd., decided to employ engineers, rather than salesmen, to sell its regulation and control equipment, the problem of inducting these engineers into the mysteries of selling promptly became of paramount importance.

Part of the training was carried on by mail. The advice contained in some of these letters and bulletins is of practical use not only to salesmen in the industrial field, but to those in the general field as well. We are therefore publishing, in consecutive issues, seven letters that helped these engineers find the road to sales success. The fifth letter follows:

* * *

NEILAN CO., LTD.
Los Angeles, Calif.

DEAR BILL:

You are going to find your work in selling to be a great deal more exciting than your old profession of engineering.

Previously, you were called upon to deal with materials which always reacted in practically the same way under certain conditions. Now you are to be called upon to mould men's minds to think the way we want them to. Granted that the former is the easier of the two tasks—which accounts for the fact that there are more good engineers than there are good salesmen. But by this same fact it is clear that your possibilities for success are greater in your new field.

A prominent banker stated recently that he has two men of practically equal ability and intelligence working for him. One is getting \$3,000 a year while the other is receiving a salary of \$23,000. The only difference is that the latter has the ability to influence others to think the way he wants them to.

Likewise in your new work as a

salesman you must constantly study how to influence prospects to think the way you want them to. From our contacts with you we have every confidence that if you conscientiously try you will be able to accomplish this very task.

The first thing you must consider is the "approach" which you make on your prospect. You must develop "IT" and not "IF" in order to be a success at selling. By a proper approach is meant the *creation of an immediate favorable sensation in the prospect's mind.*

We are not going to lie to you and tell you that we know any magic formula which will at once cause a prospect to like you and want to hear your story. The thing of primary importance is for you to get over to the prospect that you are trying to help him get better results out of his plant and not trying to sell regulating equipment only insofar as it is necessary to increase the efficiency of his plant.

This will be particularly easy for you because your years of plant experience will enable you to talk the man's own lingo and *actually be of assistance to him.*

Remember this, Bill, he doesn't care a tinker's dam how we build Neilan Control Equipment or what materials we use. What he is interested in is how he can increase the quality and quantity of the output of his plant. Your job is to show him how our products will do this for him. If you do this well—you won't have to sell the regulators to him, he'll buy them.

Sales experts and psychologists have doped it out that Man is motivated by just two impulses when he buys equipment. First, the Law of Self Preservation and second, the Law of Financial Acquisition. He wants to keep his plant producing as much as possible so as to insure his own position with

his company, or if it is his own plant he is vitally interested in anything that will increase his profits or save him money. Which, after all, are just about one and the same thing.

Tell him we make our equipment with stainless steel ball bearings where others use none at all and he'll fall asleep while you chatter. But show him where this will mean no replacement of parts with costly

plant shutdowns and you will find him "all ears."

If you don't do anything else as a salesman, Bill, make a planned, intelligent approach and talk how our equipment will benefit him. If you get this over to him he'll coax your sales talk out of you.

Sincerely yours,

NEILAN Co., LTD.

T. J. NEILAN,
President.

Do Stockholders Want the Low-Down?

This President Thinks They Do and That They Are Entitled to It

By D. P. Carey

President, Belding Heminway Company

THERE has been much talk in recent years about the importance of the small stockholder and the benefits to be derived from asking him for his co-operation and giving him full information about the affairs of his company. And every year we find more corporation presidents actually taking the shareholders into their confidence. But the majority of reports contain very little helpful information. Stockholders are supposed to draw their own conclusions from the balance sheet and consolidated income figures.

I have always believed that the stockholder, large or small, is entitled to complete information about his company. There are, of course, certain data that can't be divulged for competitive reasons, but there is comparatively little of this sort of information. The holder of one share of stock, to my mind, is entitled to know what's what. His investment, relatively, may be as important to him as 1,000 shares would be to another man. That is why I have always operated under an open-door policy.

Any stockholder is welcome in my office at any time. He is at liberty to ask as many questions as he wishes. In my annual report for 1930 I urged stockholders to "Pay us a visit once in a while.

When you are in New York drop in and talk about the business. You will always find us with open minds and always ready to discuss business conditions, our corporate matters, and the problems that beset us."

So far only about ten people have accepted this invitation. None of these came for more information, however. They came to thank me for giving them such a complete annual report. These stockholders, and many others who have written to me, apparently agree with Andrew M. Howe, who said in *PRINTERS' INK* of May 7 that the Belding Heminway report "is a blue ribbon report, if there ever was one."

I think the time is coming when corporation executives will deem it advisable to present to stockholders complete and full information. Stockholders are entitled to it and they want it. At present they are diffident about asking for facts and figures not included in the regular reports. Some day they may demand further information.

Corporation presidents are coming more and more to realize that doing business in the open is the best policy. There are fewer secrets in business today than there were five or ten years ago, and there will be fewer secrets still in the future.

THE BIGGEST PROBLEM

ATWATER KENT RADIO

First
PERFECTED USE
of the



PENTODE T
SUPER-METERODYNE
The NEW Golden V

ONLY HERE the greatest threat to a new radio—like with the Pentode tubes! As the development of radio continues, there have talking about for one year. Now it shows up the new Pentode tube! Complete! Available for the Atwater Kent in 1931. Call your dealer!

more in radio... and only get it! Try it now!

Beginning July 1, will you kindly address Mr. A. Atwater Kent's copy of your magazine to him at Bar Harbor, Maine instead of "West Hills", Ardmore, Pa.

Yours very truly,
H. M. Rowe,
Secretary.

Weekly • **Printers' Ink**
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BLE BUSINESS IS MARKETING

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If you
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Failures, bankruptcies, forced mergers—strong evidence of the importance of marketing in business. Three years ago 600 makers of radio sets—today 78.

Few of the sinkings in the radio industry were caused by production difficulties. The real job was piloting around the shoals of marketing on which foundered firm after firm in radio;—management of dealer relations, advertising, changes in models, market analyses and development.

Through it all Atwater Kent has sailed safely, surely, headed by a marketing-minded man. It is easy to understand why Mr. Kent is not willing to miss Printers' Ink even while vacationing on the Maine coast. He takes business that seriously. Nor is it surprising to find 118 people in his firm who are regular readers. A marketing-minded organization.

Among the readers of Printers' Ink Publications

P. W. Litchfield

His marketing problems now include textiles and aviation as well as the Good-year Tire & Rubber Company line. He is President.

W. G. Mennen

The President for whom Jim Henry works. Besides his toilet article business he is director of Commercial Casualty Insurance Co., a trust company and title and mortgage company.

Bartlett Arkell

President, Beech-Nut Packing Co. A powerful factor in battle of the brands now waging.

H. K. McCann

President, McCann-Erickson, Inc. Director, Douglasson Realty Co., Franklin National Bank, Shuron Standard Optical Co.

J. D. Tew

President, B. F. Goodrich Company. Also a bank director. Believes "advertising needs no defense."

Of subscriptions emanating from concerns which advertise 31.5% are major executives, 15.9% sales executives, 17% advertising executives, 16.9% in company name.

In publications • Monthly
CES FORMATION ON MARKETING

Can Branded Staples Compete with Chains' Private Brands?

(Continued from page 6)

worrying about the future of our own coffee business—and for that matter, I do not believe any chain-store operator worries greatly about his coffee business.”

An A & P manager who operates one of the smaller stores which carries only the regular grocery line and vegetables, told me that the sales on his own brands in his store average six to one against the national brands. His weekly coffee sales average 175 pounds, of which approximately 150 pounds represent the three A & P brands and twenty-five pounds are divided among four national brands. The distribution of all the brands is as follows:

8 O'Clock Coffee.....	25 pounds
Red Circle	90 "
Bokar	35 "
Maxwell House	10 "
Yuban	7 "
Beech-Nut	5 "
Chase & Sanborn.....	3 "
Total	175 "

When asked whether or not he is instructed from headquarters to force the sale of the A & P brands to the consumer, he replied that naturally, while they are instructed to push their own brand, they always give the customer what she asks for. "Of course, when a customer comes in and asks for a pound of coffee," he stated, "we offer her our own brand. But if she asks for a pound of a specific brand of coffee or any of the other brands, she gets it without question. We find, however, that most want our coffee and we have many cases where customers who were steady buyers of the national brands have switched to our own, simply because of the difference in the price, and because they find our quality equally as high. Some even think our quality is finer. Of course they are referring to the particular taste or blend which happens to appeal to them."

In advancing another reason for the popular growth of the chains'

coffee brands with the consumer, the chains state that the advertisers did not attempt to cut their prices quickly enough when the bottom of the coffee market fell out.

Another thought that is uppermost in the minds of many chains in connection with the advertised brand is the belief that the time is rapidly approaching when it will be impossible for such common products as coffee, bread, cake and various other standard articles which are available in any market in the country, to carry a high advertising cost. The chain is educating the consumer to view the private brand as a product equally as meritorious as any of the advertised brands, and most chains confidentially believe that the consumer is learning that there is private label merchandise available which is just as good as the nationally advertised product and at a lower price.

Despite the inroads chains have made on the national brands, many national coffee advertisers continue to be optimistic about the future. They have not lost faith in the power of advertising and there is no reason why they should, for advertising, if properly directed, does its job well. The coffee advertisers claim that the present situation may be attributed more to the commodity market and the present economic conditions. They insist that when conditions again return to normal, those who maintain their advertising will continue to enjoy their share of the coffee business.

Joseph Martinson, for example, one of the well-known coffee advertisers, believes there is a great future for honest quality brands of advertised coffee. He believes the cause for the loss in sales of many of the advertised brands is found in the fact that some advertisers have not been able to live up to their claims of quality. Some of these coffee advertisers, he says, use greatly exaggerated claims in their advertising, and consumers, in his opinion, are gradually finding out that fine arguments do not make fine coffee.

Mr. Martinson, in elaborating on his views that a fine brand coffee will enjoy a sale regardless of the

The Pictorial Review Company

announces

that with the closing date of the December, 1931 issue, on September 25th, PAUL BLOCK AND ASSOCIATES withdraw as Advertising Representatives. This concludes twenty-three years of close association, and we extend to Mr. Block and his staff, best wishes for all the coming years.

PICTORIAL REVIEW will at once form its own Advertising Department. To assist in this, Mr. T. WYLIE KINNEY will join us on June fifteenth.

We are happy to announce at this time that Mr. OLIVER B. MERRILL, for many years with the *Youth's Companion* and *American Boy*, and Mr. F. D. Wood, formerly of *International Magazine Company* and recently with Mr. Block, also will join Pictorial Review Advertising Department on June first.

Additions to the advertising personnel will be announced at a later date.

WILLIAM PAUL AHNELT
President

GEORGE S. FOWLER
Vice-President

times and conditions, mentions Hills Brothers and the M. J. B. Company, of San Francisco, who were the first to originate the scientific packing of coffee in vacuum cans. Both these concerns are coffee experts, they really know the coffee business, and both have made a big success simply because they have always maintained their fine quality in the face of all obstacles and price competition.

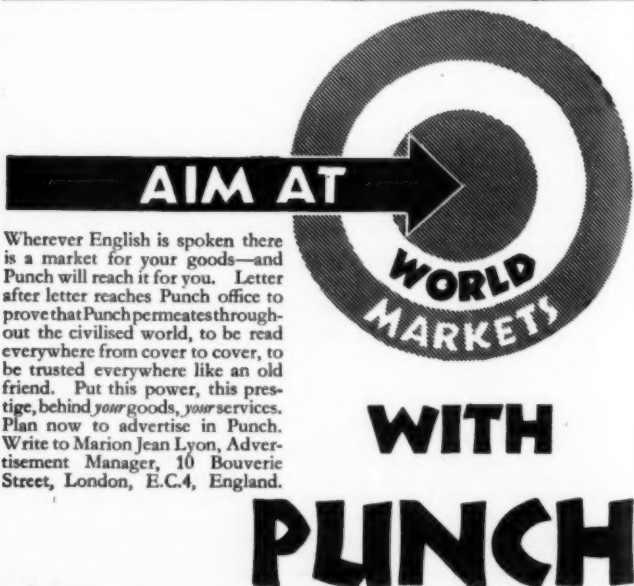
"In our case," continued Mr. Martinson, "we started to put out our coffee in the New York market, after we had carefully investigated its possibilities, and we knew that we were entering one of the most difficult markets in the United States. We knew the value of our brand because for years we had developed a fine sale among the restaurant and hotel trade. We felt, however, that there was an opening for a fine product to be sold at a fair price, which would equal the quality of the Pacific Coast brands of Hills Brothers and the M. J. B. Company, packed in vacuum cans. We started with a small advertising campaign, which

we have gradually increased and our sales, in spite of the price competition, have grown enormously, notwithstanding the fact that the retail price of our coffee up to a few weeks ago was 55 cents and that the retail price at the present time is 49 cents."

In discussing the coffee situation I do not wish to infer that the coffee advertiser's position is hopeless today. I believe that opportunity to enjoy consumer acceptance on quality brands will continue to exist for the advertiser who merchandises his product to meet the modern trends.

Those who devote their time and talents to advertising have no occasion to question its value. It is firmly established and needs no defense. We see it time and time again produce amazing results when used intelligently and judiciously.

Unfortunately, however, there are some people in advertising today who believe that advertising is the cure for all ills and that they can use this power to cover up defects in a product of questionable value, or in a merchandising



AIM AT

WORLD MARKETS

WITH

PUNCH

Wherever English is spoken there is a market for your goods—and Punch will reach it for you. Letter after letter reaches Punch office to prove that Punch permeates throughout the civilised world, to be read everywhere from cover to cover, to be trusted everywhere like an old friend. Put this power, this prestige, behind *your* goods, *your* services. Plan now to advertise in Punch. Write to Marion Jean Lyon, Advertisement Manager, 10 Bouverie Street, London, E.C.4, England.

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campaign that is not properly planned. They depend upon the force of advertising to break down the resistance to an uneconomic price or the prejudice of the distributive outlets against a weak merchandising policy. Advertising directed at the consumer without including the distributor and the part he is to play in the distribution of the product falls short of its object by at least 50 per cent. Furthermore, flowery phrases, ingenious captions and fantastic art work are not sufficient to sell merchandise today.

Mr. Martinson hits the nail on the head when he states that "fine arguments do not make fine coffee." His illustration of Hills Brothers and the M. J. B. Company of San Francisco, which are enjoying outstanding success with their brands of coffee simply because they have always maintained their finest quality in the face of all obstacles and price competition, is particularly worth noting. If these brands can meet with success in the face of the present competition then there is room for every nationally advertised product of quality which is properly merchandised and which can live up to its advertised claims.

H. C. Story Gets His Cup Back

The Poor Richard Club of Philadelphia held its annual spring outing at the Manufacturers Country Club at Oreland, Pa., last week with an attendance of over a hundred. In the golf tournament in Class A (those with a handicap of twenty or under) the low net score was a 71 brought in by Howard C. Story, who therefore won his own cup.

J. R. Roberts in the same class brought in a 73 and M. H. Leister a 77. In class B (those with a handicap of over 20) the low net score, a 70, was brought in by Paul A. Craig, while Samuel Taubman brought in a 71 and W. H. Crone and G. Batry tied with a 72. The outing was under the direction of Mr. Story.

Craddock-Terry Appoints Procter & Collier

The Craddock-Terry Company, Lynchburg, Va., Long Wear Shoes, has appointed The Procter & Collier Company, Cincinnati advertising agency, to direct its advertising account. A national advertising program has been planned for the Natural Bridge division of that company.

GOOD COPY

Helps sales records to new "highs" when all is sunny—

To maintain "averages" when clouds come.

Good copy wins—in season and out.

**HAWLEY
ADVERTISING
COMPANY
Inc.**

**95 Madison Ave.
New York City**

Inland Publishers Meet

A CO-OPERATIVE campaign of advertising to sell the benefits of newspaper advertising to business interests in the Middle Western territory was voted by publishers of the Inland Daily Press Association at their May meeting at Chicago last week. A series of thirty full-page advertisements will be prepared by the Inland and supplied to participating members for publication in their own newspapers. The plan was placed before the meeting by H. F. Boylan, Richmond, Ind., *Palladium and Item*, chairman of the advertising promotion committee.

W. E. Donahue, advertising manager of the Chicago *Tribune*, and F. R. Gamble, executive secretary, American Association of Advertising Agencies, were feature speakers in the part of the meeting devoted to advertising. Mr. Donahue, presenting his views as to what constitutes retail and general advertising, pointed out the importance of not confusing rate classifications with lineage reports.

"It is to be remembered," he said, "that, in applying the new 'retail' and 'general' terms, all local advertising is not retail advertising. Retail advertising is only that of a merchant who sells direct to the consumer. All other advertisers, wherever located, come under the 'general' classification. Properly, there is no local rate."

Mr. Gamble outlined the nine-point program for the advancement of newspaper advertising that the Four A's is carrying forward.

"There is a strong sentiment among the agencies in the direction of helping advertisers to understand the newspaper as being as low in cost and as productive as any other advertising medium," Mr. Gamble said. "And there is a feeling that lowered advertising costs are to be achieved more through greater productivity of advertising rather than by a lowering of rates at this time."

The program outline by Mr. Gamble was commended by the Inland in a unanimously adopted resolution.

Heads Cleveland Industrial Advertisers

Glenn Eddy, sales promotion and advertising manager of the Ohio Brass Company, Mansfield, Ohio, has been elected president of the Cleveland branch of the National Industrial Advertisers Association of the Cleveland Advertising Club. He was one of the founders and original officers of the association which started in 1918 under the name of the Engineering Advertisers Association.



Glenn Eddy

Other officers elected were: John R. Booher, advertising manager of the Cleveland Tramrail Division of the Cleveland Crane & Engineering Company, vice-president; L. H. Weber, advertising manager of the Osborn Manufacturing Company, secretary, and Vernon W. Baxter, sales promotion and advertising manager of the National Screw & Manufacturing Company, treasurer.

Canadian Advertisers Hold Golf Meet

The Advertisers' Golf Association of Canada held its annual tournament last week at the Royal York Golf Club, Toronto. The Campbell-Ewald trophy for low gross score was won by J. R. Robertson, of the E. L. Ruddy Company, Ltd. and the Toronto *Mail and Empire* trophy for low net score was awarded to Gordon Calder. Gross score prize winners were: W. F. Collins, J. L. Brown, E. C. Gould, Charles Neilson, George Hague, A. G. Donaldson and Bud LeBlanche. Net score prizes were awarded to R. Todd, W. A. Willison, B. B. Gundy, W. J. Crichton, H. H. Rimmer, H. Richardson and G. Lemon.

Frederick Roselius Has Own Business

Frederick Roselius, recently vice-president of the John O. Powers Company, New York advertising agency, has engaged in business for himself as a merchandising counsellor and market analyst. His headquarters is at 220 East 42nd Street.

Appoints Moss-Chase

The U. S. Hame Company, Buffalo, N. Y., has appointed The Moss-Chase Company, advertising agency of that city, to direct its advertising account.

With Miami "Herald"

W. H. Blinn, formerly advertising manager of the Miami, Fla., *News*, has joined the Miami *Herald*.

PRINCE LEADS BRITISH DRIVE FOR SOUTH AMERICAN MARKETS

Sells Argentina on Empire BY RADIO

Modernize your advertising in South America, the Prince of Wales warned British exporters in his stirring "Wake Up England" speech in Manchester, May 12th.

And he himself pointed the way on his recent South American tour—by selling the Empire at every opportunity *over the radio*. Notably at the opening of the British Commercial Exposition at Buenos Aires. He realized how important it was to get his friendly sales message to every corner of that vast, rich Argentine market. Naturally Exposition officials turned to the A. B. C.—The Argentine Broadcasting Chain (Cadena Argentina de Broadcastings). For in Argentina—the fourth nation in radio in the world—the A. B. C. is the *only* way to get maximum coverage of the radio audience.

With its key station at Buenos Aires, its member stations range north, south and west to Rosario, Córdoba, Tucumán, Mendoza, Paraná, San Juan, Pampa, Bahia Blanca. A. B. C. covers the territory where most of Argentina's 600,000 to 800,000 radio sets are concentrated—a vast audience which United States exporters must cultivate intensively in the coming struggle for Argentine trade.

Cover this rich market by Radio . . . It's as simple as "A. B. C."



Every Exporter should have this report: Neville O'Neill International has made a survey of radio advertising possibilities in South America, Central America and Cuba. Send for your free copy today.

NEVILLE O'NEILL INTERNATIONAL
INCORPORATED
EXCLUSIVE INTERNATIONAL RADIO STATION REPRESENTATIVES
CHRYSLER BUILDING • NEW YORK

20,000 STORE EXECUTIVES

...Presidents, General Managers, Controllers, Merchandise Managers, etc., of the country's leading dry goods, department and men's and women's specialty stores . . . in FAIRCHILD'S LIST OF STORE EXECUTIVES. Alphabetically arranged by state, city and store.

\$35 a copy

For specimen pages, etc., address:

**DIRECTORY DIVISION
Fairchild Publishing Co.
8 East 13th St., New York, N.Y.**

TRUE-TONE PHOTOGRAPHS

Show Your Products in Actual Colors

This new method of photographic tinting is remarkably accurate. It is most effective for use in Salesmen's portfolios, small editions of wall-hangers and counter displays. "True-tone" photographs are astonishingly low in cost.

Let us give you a practical demonstration. Send us two prints of your product with color reference or the name of a Cleveland dealer where we may see it.

We will be pleased to finish a print in color and quote on any quantity specified. There is no charge or obligation involved in this offer.

**THE AD-ART
PHOTO COMPANY**

1889 E. 82nd St., Cleveland, O.

New England Newspaper Group Meets

A resolution that newspapers refrain from publication of free advertising in radio programs was passed at the annual meeting of the New England Daily Newspaper Association, held at Boston last week. The annual election also took place at this meeting with Theodore Bodenwein, New London, Conn., Day, elected president.

Other officers elected were: William H. Reed, Taunton, Mass., *Gazette*, vice-president; Stanley T. Black, Pawtucket, R. I., *Times*, secretary; Charles L. Fuller, Brockton, Mass., *Enterprise*, treasurer, and Frank E. Phillips, manager.

The board of governors elected includes: John A. Muehling, Manchester, N. H., *Union-leader*; William G. Spence, Lowell, Mass., *Courier-Citizen*; Frank E. Howe, Bennington, Vt., *Banner*; George B. Utter, Westerly, R. I., *Sun*; George F. Booth, Worcester, Mass., *Telegram and Gazette*; Donald B. Miller, Pittsfield, Mass., *Eagle*; and Henry H. Conland, Hartford, Conn., *Courant*.

Dental Survey, Inc., Elects H. B. Whiting

Hubbard B. Whiting has been elected vice-president of Dental Survey, Inc., Minneapolis. He has resigned as advertising manager of the Patterson-Hettinger Company, dental supply distributors, to devote his entire time to the business management of *Dental Survey* and the editing and publishing of *Dental News*.

Appoints Ketchum, MacLeod & Grove

The McKinney Manufacturing Company, Pittsburgh, manufacturer of builders' hardware, has appointed Ketchum, MacLeod & Grove, Inc., advertising agency of that city, to direct its advertising account.

"Packaging Record" Started

Packaging Record has begun publication at New York with a May issue. The A. B. Mac Attammy Publications, Inc., is publisher. S. L. Memhard is in charge of advertising. Clyde B. Davis, formerly editor of *Toilet Requisites*, is editor.

C. H. Newell, Publisher, Texarkana Paper

Charles H. Newell, for many years business manager of the *Dallas Dispatch*, has become publisher of the newly established *Texarkana, Tex., Press*.

Advanced by Los Angeles "Examiner"

Worth Wright, for three years with the *Los Angeles Examiner*, has been made classified advertising manager.

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Death of Harry L. Tyler

Harry L. Tyler died at Sayre, Pa., on May 20 at the age of fifty-eight. Until recently, he had been advertising manager of the Metal Hose & Tubing Company, Brooklyn, N. Y. His advertising activities prior to that were with the former T. F. Moore Company, Inc., the Wm. H. Rankin Company, advertising agency, and the former Murray Howe & Company, advertising agency, all of New York. He was also at one time with the International Correspondence Schools.

A number of Mr. Tyler's musical compositions are well known. He was also, some years ago, active in the development and improvement of the electric chair.

Seattle Increases Appropriation for Power Plant

An increase of more than 50 per cent has been made in the advertising appropriation for City Light, Seattle, Wash., the city's electric power plant. It is expected that \$40,000 will be spent this year as compared with \$25,000 last year. The W. V. Mackay Company, Seattle advertising agency, will handle the account. Newspapers will be used.

C. G. Hicks Starts Own Service

C. G. Hicks, editor of *The Glass Container*, is resigning from the combined publication resulting from the merger of *The Glass Container* with *The Glass Packer*, to start an editorial service in New York at 43-49 Bleecker Street.

Paper Accounts to Maish Agency

The Aetna Paper Company, Dayton, Ohio, and The Maxwell Paper Company, Franklin, Ohio, have appointed The Jay H. Maish Company, Marion, Ohio, advertising agency, to direct their advertising accounts.

With Italian Weekly

William R. Magion, formerly a member of the advertising department of the *Portland Oregonian*, has been made advertising manager of the *Portland Columbus Record*, weekly Italian newspaper printed in English.

Incorporate as Stefan, Inc.

Stefan, Inc., Milwaukee, has been incorporated to engage in the general advertising display business. E. J. Stefan, formerly operating as the Stefan Display Service, W. Schnabegger and I. Stefan are the incorporators.

Bank Appoints W. B. Cherry

Walter B. Cherry, who formerly conducted his own advertising business at Syracuse, N. Y., has joined the Lincoln National Bank and Trust Company, of that city, as manager of advertising and business extension.

50%

Of All Advertisements Are Wrong

A SET of mail order ads of known sales "pull" were submitted to 14 advertising clubs. Each club was requested to present these ads to its members and ask them to pick out the best selling ads.



ROBERT FINNEY

About 50 per cent of the judgments of these experienced advertising men in the 14 advertising clubs were wrong when compared with the actual "pull" of the ads.

"Therefore," says Robert Finney, Treasurer of Street & Finney, "it must be reasonable to assume that 50 per cent of all advertisements are wrong and that even expert advertising judgment is unsafe in pre-judging the selling power of an ad."

Street & Finney have developed a practical testing system which pre-determines the ad that will sell at a profit. Let us show it to you in your office or ours. No obligation or expense. Write or telephone us in confidence. Street & Finney, Inc. (tested advertising), 71 West 35th Street, New York. WIconsin 7-4700.

Packages Given a Clinic

MANY phases of the use of packages in modern marketing were discussed at a packaging clinic and conference held in New York last week under the sponsorship of the consumer marketing division of the American Management Association. In connection with the conference there was an exposition participated in by a number of manufacturers of packages, package materials and packaging machinery.

The speakers at the conference sessions and their subjects follow:

"When, Why and How to Package," C. B. Larrabee, associate editor, *PRINTERS' INK*.

"Restyling the Old Package," Ben Nash, Products Development Co., Inc.

"The Family of Packages," Arthur S. Ogle, assistant marketing director, Bauer & Black Division, The Kendall Company.

"The Open Display Method of Retailing Goods and Its Effect Upon Packaging," Johnson Rogers, vice-president, Topics Publishing Co.

"Container Hazards in Transportation," Edward Dahill, chief engineer, freight container bureau, American Railway Association.

"Color and Design in Packaging," Arthur S. Allen.

"The Materials of Packaging," D. E. Charlton, editor, *Modern Packaging*.

"Industrial Advertising and Sales Promotion," Allan Brown, advertising manager, The Bakelite Corporation.

"What the Retailer Wants of the Manufacturer's Package," Howard Otten, R. H. Macy & Co., Inc.

"Packages for Exporting," Ernst B. Filsinger, Ernst B. Filsinger Company.

Two sessions were devoted to clinical consideration of packages. These sessions were under the direction of Irwin D. Wolf, secretary, Kaufmann Department Stores, Inc. A number of manufacturers presented their packages for criticism and suggestion and the discussion was participated in by the audience as well as by a number of experts in the packaging field. Among those manufacturers presenting their containers were The Texas Company, Bauer & Black Division, The Kendall Company, Colgate-Palmolive-Peet, The Spool Cotton Company, Johnson & Johnson, and others.

On the closing day W. J. Donald, managing director, American Management Association, announced that a similar conference will be conducted next year. It was also announced that Mr. Wolf has presented the association with a cup, to be known as the Irwin D. Wolf Trophy, which will be awarded for the best package developed and put on the market this year.

Joins Hotel and Institutional Mart

Richard Ratner, formerly president of Albert Pick-Barth Company, New York and Chicago, has become associated with The Hotel and Institutional Mart, New York, engineering and research service for hotel, restaurant, club and institutional executives, as managing director and chairman of the advisory board.

J. H. B. Hertz, also formerly with the Pick-Barth company, has joined The Hotel and Institutional Mart as vice-president.

R. C. McNeely with Signal Electric

R. C. McNeely, for the last six years assistant advertising manager of the Lloyd Manufacturing Company, Menominee, Mich., has been made sales and advertising manager of the Signal Electric Manufacturing Company, also of that city. He succeeds W. E. Hopper, who has entered business for himself as a manufacturers' agent at Atlanta.

New Accounts to Procter & Collier

The Newport Rolling Mill Company, Inc., and The Andrews Steel Company, Inc., both of Newport, Ky., and The Globe Iron Roofing & Corrugating Company, Inc., Cincinnati, have appointed The Procter & Collier Company, Cincinnati advertising agency, to direct their advertising accounts.

Acme Steel Account to Albert Frank

The Acme Steel Company, Chicago, has placed its advertising account with the office at that city of Albert Frank & Company, Inc. Business publications will be used.

Appoints Martin-Pilling-Shaw

The Culver Laboratories, Inc., Philadelphia, manufacturer of Culver manicure requisites, has appointed Martin-Pilling-Shaw, Inc., advertising agency of that city, to direct its advertising account.

To Represent St. Louis Paper

Walter H. Farrell has been appointed Eastern representative of *St. Louis Market News*, St. Louis. His headquarters will be at 200 Church Street, New York.

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THOMAS CRAVEN

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Men of Advertising Art

. When Thomas Craven wrote "Men of Art" he proved the falsity of an old publishing theory that books about art don't make best sellers. It was chosen by one of the book clubs and immediately jumped into the ranks of the best sellers where it remained for many weeks.

PRINTERS' INK MONTHLY asked Mr. Craven to write about "Men of Advertising Art." With the same frank directness, with the same clarity of thought and style that characterized "Men of Art" Mr. Craven has written his views of advertising illustration and illustrators.

His article is at once damning and hopeful. It is one of the few articles on the subject of advertising art which will be published this year that should be placed on the "must" list of advertisers and advertising agency men.

"Men of Advertising Art" by Thomas Craven will be published in the June issue of PRINTERS' INK MONTHLY.



Advertising Manager

A New York City banking institution that has had an unusual growth in recent years has an unusual opening for a young man to head its advertising and business development department.

Requirements: Under 30; preferably college trained; enough experience to handle a program that includes newspapers, house organ, direct mail, window displays, publicity and supervision of personnel; and capacity to grow with the institution. Salary, \$3600 to start.

State age, education, experience and religion. Address (in confidence), ALERT, Box 672, care Printers' Ink.

There was a big job to be filled

It called for wide experience and unusual ability.

Personal acquaintance offered too narrow a field to be relied on to fill this highly responsible and creative position.

The best man had to be found. But the problem was where and how to find him.

Someone suggested an advertisement in PRINTERS' INK. It described the man who was wanted and what was expected of him.

Many thought the description fitted; numerous applications from all over the country were received. It was expected that the one man for the job would show himself above all others. He did.

When you have an important vacancy to fill, requiring real executive ability or exceptional talent, you can locate your man through PRINTERS' INK.

To Represent Typothetae on Type Face Council

George T. Lord, of the New York Monotype Composition Company, has been appointed by the United Typothetae of America, to serve as its representative on the National Board of Printing Type Faces. He will serve in conjunction with representatives of the American Institute of Graphic Arts, the American Association of Advertising Agencies, the Society of Typographic Arts, the Art Directors Club and the Advertising Typographers of America.

E. P. Gerth with Albert Frank

Edwin P. Gerth, for the last year advertising manager of Tucker Hunter Dulin & Company, San Francisco, investment bankers, has joined the San Francisco office of Albert Frank & Company, advertising agency, as an account executive. He was at one time with the Remington Rand Business Service, Inc., as manager of the Buffalo, N. Y., office and, later, as manager of the bank sales department at San Francisco.

Don Watts Agency Adds to Staff

R. C. Keefauver, formerly a member of the advertising staff of the *Oil and Gas Journal*, Tulsa, Okla., and J. Baxter Gardner, formerly with the Rogers-Gano Advertising Agency, of that city, have joined Don Watts-Advertising, Inc., advertising agency, also of Tulsa, as account executives.

G. F. De Bolt with Dodge Brothers

G. Fred De Bolt, formerly an account executive with The Fred M. Randall Company, Detroit advertising agency, has joined the sales promotion department of the Dodge Brothers Corporation, of that city.

Michigan Tourist Campaign to Miller

The West Michigan Tourist and Resort Association has appointed the Allen G. Miller Company, Grand Rapids, Mich., advertising agency, to direct its advertising account. Edward Dreier has been appointed publicity director of the association.

Appoints Glicksman

The Bay of Naples Hotel, Inc., Naples, Me., has appointed the Glicksman Advertising Company, Inc., New York advertising agency, to direct its advertising account. Newspapers and direct mail will be used.

M. J. Cohn Joins Bayless-Kerr

Martin J. Cohn, formerly with The Hubbell Advertising Agency, Cleveland, has joined The Bayless-Kerr Company, advertising agency of that city, as assistant production manager.

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Clyde Gordon with Radio Station WMT

Clyde Gordon, formerly account executive with the Chicago office of the National Radio Broadcasting Company, Inc., and, before that, commercial manager of radio station WTMJ, Milwaukee, has been placed in charge of commercial broadcasting of radio station WMT, Waterloo, Iowa.

Frigidaire Reports Increased Sales

Retail sales of Frigidaire Corporation's household division for April were 77 per cent higher than in March, it is reported, and carload shipments for the month were 23 per cent above April, 1930. May factory production of household Frigidaires will be 43 per cent above that of May, 1930, it is stated.

To Advertise New Shirting Textile

Stern and Gutman, Inc., New York, manufacturer of fabrics and shirtings, has appointed William G. Seidenbaum, advertising agency of that city, to direct its advertising account. Business papers and consumer publications will be used to feature a new textile for men's shirts.

Appoints Bloomingdale-Weiler

The advertising account of the North American Industrial Loan Company of Philadelphia, with branches in the larger cities of the United States, is now being handled by the Bloomingdale-Weiler Advertising Agency, Philadelphia. Copy will run twice a week over a period of twelve months.

New Account for Dunham, Younggreen, Lesan

The Russ Manufacturing Company, Cleveland, soda fountain equipment, has placed its advertising account with The Dunham, Younggreen, Lesan Company, Chicago advertising agency. Magazines, business publications and direct mail will be used.

Dale Graham with New Orleans Bank

Dale Graham, assistant vice-president of the Chase National Bank and, at one time, advertising manager of the Mississippi Valley Trust Company, St. Louis, has been made cashier of the Canal Bank & Trust Company, New Orleans.

Peter Ham with "The Farmer's Wife"

Peter Ham, formerly a member of the advertising staff of the *Breeder's Gazette*, and, before that, with the *American Agriculturist*, has joined the Western advertising staff of *The Farmer's Wife*, St. Paul.

An Unusual Man For An Unusual Opportunity!

A Sales Executive who really is one, desires to connect with a well-established manufacturer (or Advertising Agency) either as Vice-President in Charge of Sales, as Executive Assistant to the President or as General Sales Manager. He has been a salesman or in charge of salesmen since he was twenty. He has had a well rounded experience with an exceptional record.

He was for four years General Sales Manager of a Service Concern which with 150 First Call Salesmen grew from nothing to the largest of its kind in the country. For four years Advertising Manager and General Sales Manager of a General Wholesale Concern doing a business of about \$30,000,000 a year. For four years General Sales Manager and Executive Assistant to the President,—with a place on the Board of Directors,—of one of the best known oil concerns in the business, established in 1865, doing business here and in ten foreign countries. For six years, Sales Manager and General Manager and Vice-President in Charge of Sales for a group of world famous industries,—where he was himself the "Star" salesman.

He is an American, Christian, married, owns his own home, well-bred, well-read, well-educated, world-travelled,—and a good speaker.

Accustomed to earning \$12,000 with a bonus.

For an appointment address:

"G," Box 194, Printers' Ink

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1833 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHland 4-6500. President and secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS. Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 6 North Michigan Avenue, GUYE COMPTON, Manager.

Atlanta Office: 87 Walton Street, GEO. M. KOHN, Manager.

St. Louis Office: 915 Olive Street, A. D. MCKINNEY, Manager.

Pacific Coast: M. C. MOGENSEN, Manager. San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

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Philip H. Erbes, Jr.

London: Thomas Russell

NEW YORK, MAY 28, 1931

Latent Good-Will

Since the first of the year there has been noticeable, even to the inexperienced eye, a distinct trend toward capitalizing latent good-will. It is interesting to observe that at the same time that sound accounting practice seems to be veering toward the listing of good-will on the balance sheets at the nominal figure of \$1, advertisers are finding this same good-will worth thousands of dollars in hastening the introduction of new items.

For example, B.V.D. has added surf suits to its line of athletic underwear. Lehn & Fink, owners of Hinds Honey & Almond Cream, have brought out three new items under that name. The makers of Hygeia nursing bottles, are now making a line of infant's strained vegetables. Frostilla is merchandising a shaving cream. Pepsodent makes history with its antiseptic.

There will probably be many more before the year is over. From the immediate viewpoint, it appears to be a perfectly logical development. On the one hand, the manufacturer has a trade name which years of advertising and product integrity have combined to establish in the minds of millions. On the other hand, he must contend with a drop in sales induced by general business conditions. Bringing the two together, it is perfectly natural to ask: Why not use our established prestige to introduce a new product and thus at one quick stroke, make up our lost sales volume?

In many cases, the immediate goal will undoubtedly be reached. Also, in many cases the long-term result will be everything that could be desired. But like all plans for stimulating business that seem to be absolutely certain of favorable results, there is sometimes a hitch—occasionally more than one.

This hitch is nothing other than the indisputable fact that a mind divided does not function as thoroughly as a mind that is concentrated. There are few products that have exhausted their markets or even reached the point where the remaining sales fringe can be penetrated at only prohibitive expense. In the majority of instances, vast markets remain to be tapped. The question then is: Will the advertiser concentrate on those undeveloped markets or will he spread his interests and thus make it that much easier for competition to enter his undeveloped territories?

It is always worth while remembering that the Coca-Cola Company is doing rather nicely with just one product. Wrigley sticks to gum. Bon Ami sticks to cleansers. Hershey Chocolate has not yet wandered afield. There are other examples that could be mentioned but these will probably suffice.

Is it merely a coincidence that all these companies have maintained amazingly steady sales and profits during these troublesome times? Or has their refusal to be tempted into by-paths something to do with it?

Packages to the Fore

The recent packaging conference and clinic, held in New York City under the auspices of the American Management Association, was a striking indication of the current interest among manufacturers in the merchandising possibilities of the modern package. More than 1,200 persons registered and the average attendance at each conference session ran well over 350.

The most interesting phase of the three-day sessions was the clinical discussion of packages. More than twenty well-known manufacturers presented their packages to an audience composed of both laymen and experts and asked for frank discussion and criticism. No effort was made to pat anyone on the back. If the consensus of opinion was that a package was a failure, the manufacturer soon learned the truth. The result of this frankness was a more thorough understanding of the principles of good design on the part of those in attendance and a more thorough appreciation of the many important factors which enter into the success of a good package.

Ten or even five years ago such conference and clinical discussion would have been an impossibility. Outside of the cosmetic field most manufacturers minimized the importance of the package as a merchandising aid and devoted little time to studying its value. Today we are in an era of package changes when manufacturers in all fields are realizing that they are trying to hitch modern marketing methods to antique containers. The last two years have seen more significant package developments than the two decades previous.

There are still many things to learn. Nowhere near enough research has been made into consumer preferences. Manufacturers still fumble around in their choice of materials. Designers still design containers which, from a manufacturing standpoint, are costly and wasteful. As George D. Olds, general sales manager of The Hills Brothers Company, suggested at the conference, no one has ever made a study of the economic value

of packages to the consumers. In many respects the body of knowledge concerning the essentials of packaging is still pitifully inadequate when compared to the data which have been gathered concerning many other phases of merchandising.

The American Management Association should be congratulated for its success with the recent conference. Its announcement that a second conference will be held next year is at once an indication of keen interest of manufacturers in packages and a promise that the next twelve months will see a more thorough study of the subject of containers than has ever before been made.

Check

Advance reports by the Department of Commerce verify PRINTERS' INK's chain-store conclusion that the independent continues to dominate the retail field and that the chains will not control distribution. In the bulletin issued by the Department of Commerce covering the census returns of 485 cities and towns of 10,000 population and over, which represent approximately one-half of the population centers in this class for the whole country, the facts given were that single-store independents do 62.5 per cent of the retail business, while 19.44 per cent goes to local chain units and 16.9 per cent to sectional and national chain stores, with the remaining 1.16 per cent to other types of chains.

M. M. Zimmerman, in summing up the chain's past, present and future in the concluding article of his chain-store series, which appeared in the April 9 issue, stated that chain-store expansion has not made sufficient progress to warrant the conclusion that its growth is dangerous to the future of the independent retailer. In his summary he stated that chains will never control our system of distribution. Of the 7,837 chain-store systems operating less than 200,000 unit stores, not more than 20 per cent, or less than 1,600 chains, operate over ten stores each. Mr. Zimmerman's analysis further showed that any merchant who

operates three or four stores, and even up to ten, is as much of an independent merchant as the operator of one store. The facts were clear that such local chain operators are heart and soul independent merchants.

The conclusion is, then, that the remarkable growth chains enjoyed in the middle of the last decade was not caused by natural development, but by too much incentive from financial promotion throughout the period of this country's prosperity. There are but relatively few chains that have reached national prominence. The majority of them may still be classed as local institutions, serving only limited areas.

Furthermore, but few chains, planned on a national basis, can be said to have made extraordinary progress. It is possible that the chain in the future will be less heard of as a threat to our system of distribution.

Booby Prize There are many silly things being done this year in the name of economy. Business men lose their heads when profits start to dwindle. Working on the theory that "the little things count," ordinarily broad-minded executives are spending their time figuring out ways to save money on paper clips and string.

The booby prize for the year, however, goes to the man who is responsible for an economy move that resulted in a business paper receiving the following letter:

"I have your letter of May 6 suggesting renewal of subscription to your publication.

"We regret to inform you that our company has adopted a rule that during 1931 we cannot renew subscriptions to trade papers."

Perhaps the company will save a total of \$15 or \$20 through this new rule. The actual loss to the company through lack of knowledge of what others in its industry are doing and absence of the stimulation that the business papers have furnished its officers and department heads in the past may run into many thousands of dollars.

And the president will probably

report to stockholders at the end of the year that "we have materially reduced our operating expenses during the year"—yet profits are likely to be lower than ever.

Farrell Speaks Out

James A. Farrell,
president of the
United States
Steel Corporation,

is a man who doesn't mince words. His direct and rather startling talk to 1,000 fellow members of the American Iron and Steel Institute last week dealt with a fundamental evil in present-day business: selling below cost of production. In the case of automobile body steel, he told his hearers, merchandise is being sold at less than the price of the raw material.

Much has been said about the lunatic fringe in every business, the men who never know their costs, who go out to sell merchandise at any price to meet or overcome competition. Mr. Farrell blames part of this condition on the buyer who tries to get merchandise at a price that takes away all profit. "With the precise shrug of the shoulders and that knowing look of the buyer, he tries to create the impression that he is buying under the market." Men in every line of business know how often the buyer gets away with this pantomime.

"We have got to set up a resistance against this constant pressure on the part of the buyers to ruin our business" was another line of Mr. Farrell's that has a very general application.

"It is not honest for us to go out and sell our goods below the cost of production and deprive our stockholders and our workmen of what they are entitled to," said Mr. Farrell and his hearers applauded. But there were no buyers in the room. Some great companies have made it a point not to buy from any firm that does not know its costs and do business at a profit. The firms doing this are on sound ground. They want a dependable source of supply, not a fly-by-night lunatic, here today and gone tomorrow.

This spirit must spread if business is to revive.

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Newell-Emmett Company

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Advertising • Merchandising Counsel

40 EAST 34TH STREET
NEW YORK

CHAPLIN PRODUCES
few pictures, but they are
Chaplins . . . "Not how
much, but how well" is
an ideal for great artists
— and humble ones too.

We apply it by main-
taining a ratio of creative
workers to accounts per-
haps the highest among
all agencies.

"NOT HOW MUCH, BUT HOW WELL"

Advertising Club News

Carroll J. Swan Heads Boston Club

Carroll J. Swan, publishers' representative, has been elected president of the Advertising Club of Boston. Ernest L. Johnson, of the S. D. Warren Paper Company, has been elected first-vice-president; John C. Nicodemus, of the Continental Clothing House, second vice-president; Herbert Stephens, of the American Lithograph Company, secretary, and Frank Black, of Wm. Filene's Sons Company, treasurer.



Carroll J. Swan

The following directors have also been elected:

Frederick W. Bliss, of the General Electric Company; A. B. Hall, of The Greenleaf Company; Harry Harding, Jr., of the Barta Press; William C. Mattox, of the Walworth Company, and Henry Penn.

At the twenty-seventh annual meeting and dinner dance of the club at which the news of the elections was announced, a token of esteem was presented to Louis Gibbs, president for the last two years, and a tribute paid to George Moulton who retires as treasurer of the club after fifteen years.

Heads Milwaukee Women's Club

Miss Gertrude B. Kluck, of the Northwestern Confectioner, was elected president of the Women's Advertising Club of Milwaukee at its annual meeting. Other officers include: Mrs. Roa Meuer, vice-president; Marie Bernhardt, secretary; Mary Weinert, assistant secretary, and Clara Kaentje, treasurer.



Miss G. B. Kluck

Plans for the New York convention of the A. F. A. were explained by Charles C. Younggreen, past president of the Federation, and chairman of the On-to-New York convention committee. The appointment of Helen Joyce Baldauf, retiring president of the Milwaukee women's club, as national vice-chairman of the New York convention committee was announced at the meeting. Miss Baldauf is a director of the A. F. A.

R. G. Ingraham Heads Providence Town Criers

Robert G. Ingraham, vice-president and director of the Livermore & Knight Company, Providence, R. I. advertising agency, has been elected chief crier of the Town Criers of Rhode Island, Providence advertising club. He succeeds Bernard McCulla.



R. G. Ingraham

Other officers elected are: Paul R. Ladd, deputy chief crier for advertising; Russell B. Stapleton, deputy chief crier for luncheons; Percy J. Wilson, deputy chief crier for civic promotion; Ryder H. Gay, deputy chief crier

for personnel and recreation; Ernest J. Myer, scrivener, and Charles E. Donilon, funds holder.

San Diego Bureau Elects Directors

The new board of directors of the Better Business Bureau of San Diego, recently elected, includes the following: Joseph E. Dryer, Standard Mattress & Furniture Company; John Lawrence Fox, Gordon L. Eby & Company; Arthur F. Gaynes, Lion Clothing Company; Frank J. Guasti, Parmelee-Dohrmann Company; Russell H. Gunnis, San Diego Clearing House Association; Roy E. Hegg, Southern Title & Trust Company; Milton F. Heller, MacMarr Stores, Inc.; Alan L. Houser, San Diego Sun; and Roy J. McKelvey, McKelvey's Elite Printing Company; D. R. Minshall, Foster & Kleiser Company; Morris A. Fenter, San Diego Union and Tribune; DeRoy Saum, Johnson-Saum Company; Arthur C. Wells, San Diego Trust & Savings Bank; M. N. Wilson, United States National Bank, and Douglas Young, Qualitee Dairy Company.

W. G. McGruther, President, Montreal Club

W. G. McGruther has been elected president of the Advertising Club of Montreal and W. B. Tingle, honorary president. Other officers elected are: First vice-president, R. J. Ambler; second vice-president, D. M. Gowdy and legal adviser, G. Dutaud. Directors of the club continuing in office are: G. R. Ingleson, A. Desrosiers, A. B. Smith, W. H. Allworth, and Fred F. Smith. The following were elected directors for two years: H. Brabant, Fred F. Esler, L. C. Hazelton, A. B. Jarvis, R. B. Perrault, E. G. Rodier and W. J. C. Sutton.

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Programs for Four Departmentals

FIFTEEN group meetings will be held in conjunction with the convention at New York, from June 14 to 18, of the Advertising Federation of America. The program of the Newspaper Advertising Executives Association was reported in the May 21 issue of **PRINTERS' INK**. Four other groups have announced program plans, as follows:

BROADCAST ADVERTISING

Speakers and their subjects: Kenyon Stevenson, advertising manager, Armstrong Cork Co., and chairman of the radio committee of the A. N. A., "How an Advertiser Checks Results on Program Effectiveness"; Frank A. Arnold, director of development, National Broadcasting Co., "What the Audience Thinks About Radio"; H. K. Boice, vice-president and sales manager, Columbia Broadcasting System, "Radio Coverage"; and

William S. Hedges, president of WMAQ, Chicago, "Radio from the Station Owner's Viewpoint"; R. K. White, advertising manager, Chevrolet Motor Co., "Spot Broadcasting," and S. F. Gannon, Erwin, Wasey & Co., "Solution of Some Perplexing Radio Problems." J. C. McQuiston will be chairman.

PUBLIC UTILITIES ADVERTISING ASSOCIATION

Speakers and their subjects: Jay Barnes, New Orleans Public Service, "Co-operative Advertising Campaigns Between Utilities and Electrical Dealers and Plumbers"; Paul Renshaw, Memphis Power & Light Co., "Advertising and Its Relationship to the Changeover by Gas Companies from Artificial to Natural Gas"; Owen Connor, Philadelphia Public Ledger, "Public Utilities and Newspaper Advertising"; W. A. Bowe, General Electric Co., "Utilization of Advertising and Dealer Helps by Utilities"; J. R. Pershall, Public Service Co. of Northern Illinois, "Syndicated Advertising and Publication Services," and Paul T. Cherington, "Advertising During Periods of Business Recovery."

An all day session will be held June 16. On June 17 election of officers will be held and committee reports received.

TEACHERS OF MARKETING AND ADVERTISING

Three topics are scheduled for discussion as follows: "The Advertising Program Accompanying Business Recovery," Lee H. Bristol and Paul T. Cherington as speakers and discussion by Professor Neil H. Borden, Harvard Graduate School, A. T. Falk, of the A. F. A.; and Jean Carroll, Meredith Publishing Co.; "Methods of Commercial

Research with Special Reference to Problems of Advertising by Radio" with A. M. Crossley as speaker. Discussion by Chester Haring, Batten, Barton, Durstine & Osborn, and Professor Hugh E. Agnew, New York University.

"How to Make Advertising Courses More Profitable," the third topic, will be discussed at a dinner meeting on June 16. Speakers will be Bernard Lichtenberg, vice-president, Alexander Hamilton Institute; Norman Markwell, vice-president, Paul Cornell Co., and Professor George Burton Hotchkiss, New York University. Discussion by Professor F. A. Russell, University of Illinois; Dean J. F. Pyle, Marquette University, and R. L. Yonker, J. L. Hudson Co. Paul D. Converse will preside at the dinner meeting.

DIRECT-MAIL GROUP

June 16, morning: Ben J. Sweetland, chairman; John Howie Wright, editor of *Postage & The Mailbag*, "The Place of Direct Mail in the Advertising Picture"; Billy B. Van, Pine Tree Products Co., "What Direct Mail Has Done for Me"; Lawrence Lockley, Temple University, Philadelphia, "Your Market, How to Know When Direct Mail Should Be Used"; and Jack Carr, Tampa, "Continuity, What It Means and What It Will Do for You."

Afternoon: Robert E. Ramaay, chairman; George Gaw, Envelope Manufacturers Association, "Is the Envelope Important?"; F. Romer, Washington, D. C., "Selling Value of Good Paper and of Good Letterheads"; Herbert Lewis, Reuben H. Donnelley Corporation, "A Sane Analysis of the Mailing List Question"; Albert Schiller, art director, Advertising Agencies Service Co., "Modern Typography for Your Direct Mail"; Adrian R. Macfarland, United Autographic Register Co., "Do You Follow-Up?"; Fred Hoch, New York Employing Printers Association, "Planning Your Booklets and Catalogs"; Ed. W. Husein, Detroit, "Newest Developments in Direct Mail Processes" and Richard H. Lee, general counsel, National Council of Business Mail Users, "An Outline of Postal Developments."

* * *

Felton Colwell Heads Minneapolis Club

Felton Colwell, secretary of the Colwell Press, Inc., has been elected president of the Advertising Club of Minneapolis, succeeding Ward H. Olmsted. Robert L. Gambill has been made first vice-president; Allan G. Odell, second vice-president and Truman G. Brooke, secretary and treasurer.

New directors are: O. F. Carlson, Harry B. Brookins and W. G. Calderwood.

The new officers will be installed July 1.

* * *

Elected by Dallas Club

Pierre Fontaine, of the Janelli Advertising Service, and Val Fearies, of the Whittle Music Company, have been elected directors of the Dallas, Tex., Advertising League.

The Little Schoolmaster's Classroom

THE Schoolmaster has always thought that co-operation was a keynote of advertising, but perhaps sometimes the copy writer and the advertising artist each



works out his respective masterpiece in uninterrupted seclusion, leaving it to an impassive printer to combine the two into one completed whole. At least, a recent Chevrolet advertisement makes the Schoolmaster wonder if copy writers and art men do work hand in hand.

The advertisement pictures one of the company's new sixes on the highway, approaching a sharp turn, close to a narrow underpass. Caution signs are displayed prominently in the background, but they do not interest the driver. He is busily conversing with his companion.

The copy is brief.

"Let's see if she'll do sixty," suggests the passenger.

"Sixty!" returns the driver. "We're doing sixty-five this minute."

The Schoolmaster is fascinated by this daring pair. Perhaps, he thinks, it is one of a series of ad-

vertisements and the next one will show the new Chevrolet six bounding smoothly over the rough fields that stretch to the right of the road. Then the copy may read:

"I think we hit a tree."

"Hit a tree! That was the State Forest Preserve we just knocked over."

* * *

In **PRINTERS' INK** there recently appeared a letter from Elmer M. Hunt, suggesting that certain large advertisers of wheat products try to find out if there are ways of inducing the American public to consume more wheat, in one form or another. The letter has evoked an assortment of replies. One man asks if people generally know the satisfaction that comes from chewing upon a handful of wheat. He suggests vending machines that would yield a small quantity, in return for a coin. This idea takes the Schoolmaster back to his boyhood, alongside the threshing machine. Farm boys know the taste of uncooked wheat—but it is doubtful that penny sales by automatic vendors would help much in moving more than 1,000,000 bushels, and there are said to be 175,000,000 to be disposed of from last year's crop.

* * *

Truman A. DeWeese, of Shredded Wheat fame and now vice-president of the Frank Presbrey Co., makes this startling statement:

"If the manufacturers of wheat products would double or quadruple their advertising efforts to induce a larger use of wheat, no doubt the public would come very near disposing of the surplus wheat crop and in that way promote public health and prosperity."

In Canada the National Biscuit Company has been advertising Shredded Wheat in newspapers in a manner that appeals to patriotism and the strengthening of health. Mr. DeWeese says, "There is no doubt the campaign increased by



This Dealer-Help Business

The retailer often cannot—and with good reason—put any advertising or selling effort back of your brand or commodity.

—He may do no local advertising.

—He may have no show windows or display space.

—He may advertise only more important products.

—The margin may not justify his advertising your line.

For scores of just and sufficient reasons, your sales may

depend entirely upon YOU.

But it is possible to make the dealer order oftener by furnishing dealer-helps that help HIM and YOU. Good "dealer helps" are really "mutual benefits."

Not one iota will he be aided unless he *will* use—or can use the material you furnish.

Nearly all dealers WILL and CAN use blotters. At no extra expense to him, they can be enclosed with outgoing letters, statements, mailings, packages.

No wonder canny advertisers, who give serious thought to dealer helps, consider blotters among the very, very important ones. Standard Paper Manufacturing Company, Richmond, Va.

Standard Blottings

many thousands of bushels the consumption of wheat in Canada."

* * *

In *The American Mercury* for June, Morrow Mayo has an article on wheat that is going to set the wheels turning in the brains of those who read it. This is the feature that attracts the Schoolmaster: "How could there be too much actual wheat in the United States with thousands of people starving for bread? . . . There is no surplus of wheat so far as bread-eaters are concerned."

The wheat is not divided evenly enough, that is the trouble.

* * *

One more quotation about wheat—this time from *Implement & Tractor Journal*:

"This much is true—the agricultural community for too long has been sitting back and allowing other industries to advertise their products. The American public responds to advertising. The same amount of publicity back of wheat which was behind a surplus crop of raisins a few years ago would go far toward removing the present surplus of wheat. Instead of the meaningless 'Watch your future shadow' or 'Keep that slender figure,' how about something like this: 'For health, stamina, courage—eat more wheat.'"

A welter of opinions, certainly. Out of them all may come some good.

* * *

Another of the cast-iron traditions of advertising appears to be in the discard—or at least is headed pretty definitely in that general direction. The tradition is that steamship advertising "belongs" in the classified section of the newspaper where, like the old time-table advertising of the railroads, it may be available for reference—as, if and when required.

The Schoolmaster has heard a number of comments lately on the apparent increase in the amount of advertising that the steamship companies are doing, and the extraordinary efforts they are making to get business—"breaking out like a rash all over the newspapers," as one visitor expressed it. The dem-

onstrations are certainly impressive, from the standpoint of the casual observer, but it is due not so much to an increase in the amount of space as it is to the breach of that ancient and honorable and hide-bound tradition above referred to.

The big difference in the impression on the public is due to the fact that the advertising has been blasted out of the classified section where it was missed by many readers not directly interested and placed in run-of-paper or preferred positions where it can't easily be missed.

* * *

In a way, this breach of tradition is something of an achievement. Advertising agencies have been talking themselves hoarse for years in the effort to bring it about, but without the least success. Institutional advertising, to a certain extent, yes. Special cruise advertising, sometimes. But the bread-and-butter, regular schedule, day in and day out copy, no.

But a couple of years or so ago the North German Lloyd came forward with two new and spectacular ships, the *Bremen* and *Europa*, which were expected to break some records and did. Under these exceptional circumstances Lloyd was induced to forget tradition temporarily and feature the sailing dates of these particular ships in preferred positions. It paid. In fact it paid so well that the company followed the same practice with respect to its whole fleet.

For a while the company had the new pasture to itself. But not for long. The demonstration was too impressive, and other companies followed suit, including some of the coastwise lines. Many readers who were never particularly impressed by steamship advertising before are becoming conscious of it, and another old tradition seems well on the way to oblivion.

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In its house magazine the Kroger Grocery & Baking Company points out to store managers and its clerks that customers have a habit of asking questions, plenty of questions. And the company wants its

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Wherever MacGregor Sits

THE head of the table is wherever MacGregor sits.

Even if it is a round conference table in a manufacturer's office.

Or a long narrow one in the high-up office of the advertising agency which handles his account.

MacGregor alone may decide if the plant should open a branch in Portugal.

If in an agency, MacGregor may also make a solo decision about moving the office.

But when it comes to choosing a list MacGregor has many advisors.

Sometimes as many as forty different people have a finger in the pie of preliminary, tentative, revised and final lists.

During all the time the selections are being made, and the changes, there is one fine way for publishers to keep their message before MacGregor and his friends, starting now.

Advertise consistently in the pages of

PRINTERS' INK PUBLICATIONS



HOW TO SELL HAWAII'S HUNDRED MILLION DOLLAR MARKET



Send for a SURVEY on the line or lines of merchandise in which you are interested

HONOLULU STAR-BULLETIN
HONOLULU, HAWAII

TO— Advertising Agencies

In New York City whose business does not warrant the full-time services of a competent accountant.

A former agency accountant thoroughly familiar with agency details—will for a moderate fee, install and supervise book-keeping, billing and checking systems, handle monthly closings, prepare financial statements and tax returns.

All contacts handled in strictest confidence. Can furnish unquestionable references.

Those interested in further information address "H," Box 195, Printers' Ink.

BOOKLETS On Enameled Paper

Printed in Black Ink	1 M	5 M	10 M
4 Page Folder 8x7.....	\$9.00	\$22.00	\$35.00
4 " " 8x9.....	10.00	26.00	40.00
8 " " Booklet 8x9.....	20.00	44.00	75.00
16 " " 8x7.....	35.00	80.00	125.00
16 " " 8x9.....	38.00	70.00	110.00
32 " " 8x9.....	56.00	92.00	157.00
32 " " 8x9.....	73.00	104.00	175.00

Write for prices on other printing

Rue Publishing Co., Denton, Md.

Net Paid Circulation now 22,463

Advertising Rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one inch, minimum, \$10.50. Classified, 75 cents a line, minimum order, \$3.75.

Printers' Ink

customers to ask them. Kroger is also anxious to place the proper answers at the finger-tips of its clerks and store managers.

This is done in a very interesting manner in "The Kroger Magazine." In one article, for instance, a number of common questions are listed, together with the suggested answers. If a customer should ask a Kroger man, "Is it true that chain stores don't contribute to charitable institutions and churches?" his answer should be something like the following:

"No, madam, that is not true. Our company contributes heavily to community chests, good live chambers of commerce and many, many charitable institutions and churches. Whenever it's at all possible to do so, we never pass up a request of this nature. We want to be of help in matters such as this. However, there are times when we feel that we are unable to contribute to certain causes. After all, you know, in the big 'sense' we are constantly contributing to public betterment through our savings to customers."

New Accounts for Millar Agency

The Millar Advertising Agency, Inc., Los Angeles, has been appointed to direct the advertising of the following accounts: Super Concrete Emulsions, Ltd., Concrete Water Control, Ltd., the Universal Microphone Company, the J. M. Willard Company and the Vibro-Tile Equipment Company, all of Los Angeles. Business papers and direct mail are being used. Consumer papers will be added later.

Appoints Klau-Van Pietersom-Dunlap Agency

United Investment Shares, Inc., Milwaukee, has appointed Klau-Van Pietersom-Dunlap Associates, Inc., advertising agency of that city, to direct its advertising account. Newspapers and direct mail will be used.

Elect Addison Vars

Addison Vars, of the Buffalo, N. Y., advertising agency bearing his name, has been elected a director of the Buffalo Chamber of Commerce, for a three-year term.

TORONTO
HAMILTON
HALIFAX
MONTREAL
LONDON, Eng.

"GIBBONS KNOWS CANADA"

J. J. GIBBONS Limited

CANADIAN ADVERTISING AGENTS

WINNIPEG
REGINA
CALGARY
EDMONTON
VICTORIA
VANCOUVER

Milwaukee Club Elects

Irwin Maier

Irwin Maier, advertising manager of the Milwaukee Journal, has been elected president of the Milwaukee Advertising Club. Harry Hoffman has been elected vice-president; Walter Haise, secretary, and Alfred Gruenwald, treasurer. The following have been elected to the board of governors: John Sheridan, retiring president; Wesley E. Schultz, retiring secretary; C. M. Cheadle, Jr., Lewis S. McMeekin and Arthur Beckman.



Irwin Maier

Irving C. Buntman was named chairman of the club's committee to promote interest and attendance for the Advertising Federation of America convention to be held in New York in June.

* * *

The following have been elected to the board of governors of the St. Louis Advertising Club: V. A. McGrath, Al Rose, J. Carr Gamble, W. M. Sherrill, Norman Terry, Fred E. Winsor, A. C. Hoskins, and Kennett McMath.

Chicago Financial Advertisers Elect

E. T. Cunningham, publicity director of Halsey, Stuart & Company, was elected president of the Chicago Financial Advertisers at the annual election last week. Joseph J. Levin, A. G. Becker & Company, and Charles M. Redmon, Boulevard Bridge Bank, were named vice-presidents. Preston E. Reed, executive secretary of the Financial Advertisers Association, was re-elected secretary. Dorothy Trevino, Personal Loan & Savings Bank, is the new treasurer.

H. Fred Wilson, Continental-Illinois Bank & Trust Company and retiring president of the group, was elected to a two-year term on the board of directors. Other new directors elected for similar terms are: Milton H. Schwartz, Foreman-State National Bank; Sumner Veazey, Peoples Trust & Savings Bank; Isabel Young, Kimbell Trust & Savings Bank, and Chester Price, National Bank of the Republic.

* * *

Niagara Falls Chamber Appoints H. G. Evans

Harry G. Evans has been appointed advertising and publicity manager of the Niagara Falls, N. Y., Chamber of Commerce and its convention bureau. A national advertising campaign is planned to stress the merits of Niagara Falls as a tourist and convention center.

ADVERTISING EXECUTIVE WANTED

We have an opening for a man of experience to manage a large crew of advertising salesmen and to contact some of our large clients. We prefer a man with newspaper and advertising agency experience,

Age between thirty and forty. References will be scrutinized most carefully. Write full details of your experience. Our organization knows of this advertisement.

Write "ALD," Box 108, Station F
New York City

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Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost seventy-five cents a line for each insertion. No order accepted for less than three dollars and seventy-five cents. Cash must accompany order.

First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

ESTABLISHED TRADE MONTHLY in large field can use services of experienced business-getter, with \$5,000 to \$15,000 cash for important interest proportionate to investment. Box 835, Printers' Ink.

SPLENDID WEEKLY and job printing plant, Southern Pennsylvania, for sale by owner; excellent reasons; well equipped, well organized, making money; \$5,000 cash gets it, including linotype five years old and files of 50 years. Herbert L. Grimm, The Gettysburg Times, Gettysburg, Pa.

"TRADE PAPERS"

Responsible, nationally known publishing house will buy or otherwise take over one or several trade papers. Box 814, Printers' Ink.

EMPLOYMENT SERVICES

I Serve
Foremost Agencies and their clients with trained Adv'tg & Merchandising Personnel, at salaries ranging up to \$25,000. For confidential interview see Walter Lowen, 9-1 P.M. Vocational Bureau, 105 W. 40th St. (PEn 6-5389).

General Managers, Sales Managers, Advertising Managers, Comptrollers, Treasurers, other important men have for twelve (12) years engaged us to negotiate new connections. **INDIVIDUAL. CONFIDENTIAL.** Not an employment agency. Jacob Penn, Inc., 535 Fifth Ave. at 44th St. Established 1919.

Muncy Placement Service

Specializing in Advertising Personnel

Executives, craftsmen, juniors, secretaries, clerical. All placements by Elizabeth Muncy, for 10 years in charge of employment bureau of A.A.A.A.

280 Madison Avenue, New York City
CAledonia 5-2611

HELP WANTED

ADVERTISING SOLICITOR for class magazine. Shopping department. Must be young; attractive personality. Salary and commission. State experience, age, salary desired. Box 1465, Suite 803, Times Bldg., New York.

Contact and Copy Man who has had wide agency experience on food and dairy products. Knowledge of distribution channels and marketing methods essential. An excellent opportunity is available in Four-A New York City Agency. Box 825, P. I.

Wanted—Sales Manager by a large manufacturer of office equipment. Prefer, but not absolutely necessary, experience in office equipment field. Excellent opportunity. State age, experience and salary expected. Address Box 11, Doremus & Co., Advertising, 44 Broad Street, New York.

Metropolitan Sales Manager

wanted by leading firm in its apparel field. Applicants must be well acquainted with department store merchandising as practiced in New York and adjacent markets. A big opportunity with a leading advertiser for the man who can qualify. Give full details in application. Box 815, Printers' Ink.

ADVERTISING AND SALES-PROMOTION EXECUTIVE

Machinery manufacturer, leaders in their line, have an unusual opening for man, 35-40, capable of efficiently handling direct mail and Trade Journal copy; making impressive talks before trade associations. Give résumé of education and experience, including present connection and compensation, together with recent photograph. All applications will be treated strictly confidential. Will interview promptly five of the most likely candidates. Box 830, P. I.

WANTED:

AN ASSISTANT WHO CAN BECOME ADVERTISING MANAGER
We are looking for a man, 28 to 38 years of age, who within a year's time can qualify as advertising manager of one of America's first hundred national advertisers, the leaders in the industry and growing rapidly.

A general knowledge of the distribution of package goods is especially desirable. While a man's past experience in advertising and selling will be rated very high, character, education, intelligence and physical qualifications will play a most important part in selection. The man must have every earmark of good sales and advertising executive ability, but modest enough to be willing to prove his skill by starting humbly and working his way quickly into a hard hitting successful organization.

This is an opportunity primarily for a man who feels he has not arrived but is anxious to make a few sacrifices to build a real business career in a well reputed growing organization. Box 829, P. I.

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COPY MAN WANTED—Used to writing advertising copy for household appliances. Unusual opportunity. Record of previous employment and samples of work to accompany application. Box 821, Printers' Ink.

MISCELLANEOUS

Small New York Advertising Agency would like to share suite of beautifully furnished offices with another small agency or publisher representative. Four attractive offices, large open working space, reception room, \$250.00 per month. New York Central district. No lease. No consolidation. Box 819, Printers' Ink.

POSITIONS WANTED

ARTIST—24, with creative ability in lettering and layout wishes position offering advancement rather than large salary. Samples on request. Box 818, Printers' Ink.

ADVERTISING EXECUTIVE

Fifteen years' agency, publication, direct-mail, advertising manager experience; worked with salesmen and secured direct results. Box 826, Printers' Ink.

Educated Experienced Man wants New York City agency for something selling to large advertisers. Address Box 89, New York Press Club.

VERSATILE WRITER—experienced editor, publicity man and capable photographer who has ably served national concerns—desires a permanent connection or will buy into a small publication or photography organization. Box 822, P. I.

AGENCY EXECUTIVE earning \$6,500 a year, unhappily situated, will make financial sacrifice for suitable Mid-West connection. Ripe, successful copy, contact, merchandising, selling experience. Good personality, clean record, highest references. Box 834, Printers' Ink.

TO A TRADE PAPER PUBLISHER:

I can show you how to sell more advertising by concentrated sales promotion. I have edited trade papers, sold space, promoted sales, etc. Full or part time basis. Box 820, Printers' Ink.

PUBLICITY EXPERT

Experienced in handling big projects, desires connection in executive capacity with reliable firm or advertising agency. Capable of building up strong department in agency or outlining and conducting campaigns that will produce results. Box 833, Printers' Ink.

This Good Man Wants a Good Job Seven years—four with large department store—last three with 4-A agency, doing creative work of every type on many accounts, contacting several regularly. Age 30, married, no children. Forceful, resourceful, tactful, enthusiastic, well liked. Wants copy, contact or creative-contact position with any agency, or advertising manager's berth. Salary NOT the first consideration. Box 813, Printers' Ink.

YOUNG MAN—college graduate with experience in manufacturing, follow-up, accounts receivable, order filling and correspondence—desires position with publisher. Box 832, Printers' Ink.

FIGURE ARTIST

Experienced layout man, Art Director and creator of modern ideas. Now employed with 4A agency, but want new connection with 4A agency or large printing house. Young and married. Box 827, Printers' Ink.

NOW is the time to put new life into your advertising.

Now, more than ever, you need an art director who will not only produce unusual layouts and modern, creative design—but furnish sound, practical IDEAS to increase sales. Box 831, P. I.

COPY—CONTACT

College man, 28, who has bought and sold advertising—now with a small agency—has contacts and plans which can be developed into business. Correspondence invited from agencies that can offer good cooperation plus a small salary. Has a fertile mind and a flexible pen. Box 823, P. I.

Salesman-Salesmanager open for proposition; age 38; college graduate; now successfully selling an intangible product (past 11 years same concern). Covers New England and New York from Boston in person and via salesmen whom he secures, trains, and directs. Financially responsible. Box 828, Printers' Ink.

I Heartily Recommend This ADVERTISING SECRETARY

She has handled for three years the production details of direct-mail campaigns, dealer-correspondence, etc., for one of my clients. She is unusually intelligent, thoroughly efficient and has a pleasant personality. Box 816, Printers' Ink.

WOMAN SALES BUILDER

With promotion, styling and marketing, I am now increasing sales for a product you know.

CAN I DO THE SAME FOR YOURS?

Write Box 817, Printers' Ink.

CAUTION!

Applicants for positions advertised in PRINTERS' INK are urged to use the utmost care in wrapping and fastening any samples of work addressed to us for forwarding. We are frequently in receipt of large packages, burst open, in a condition that undoubtedly occasions the loss of valuable pieces of printed matter, copy, drawings, etc. Advertisers receiving quantities of samples from numerous applicants, are also urged to exercise every possible care in handling and returning promptly all samples entrusted to them.

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9 Liberty *Illustrators*

Who Appear In Coming Issues

They typify the artistic standards which have helped to make Liberty the most-asked-for magazine. This is a definite announcement of their continuance:

ANOTHER WRITER

Coming in Liberty



S. S. VAN DINE

Who will write the story of the strangest murder mystery in all American crime.

WALLACE MORGAN

CLAYTON KNIGHT

NORMAN PRICE

W. T. BENDA

JAMES MONTGOMERY FLAGG

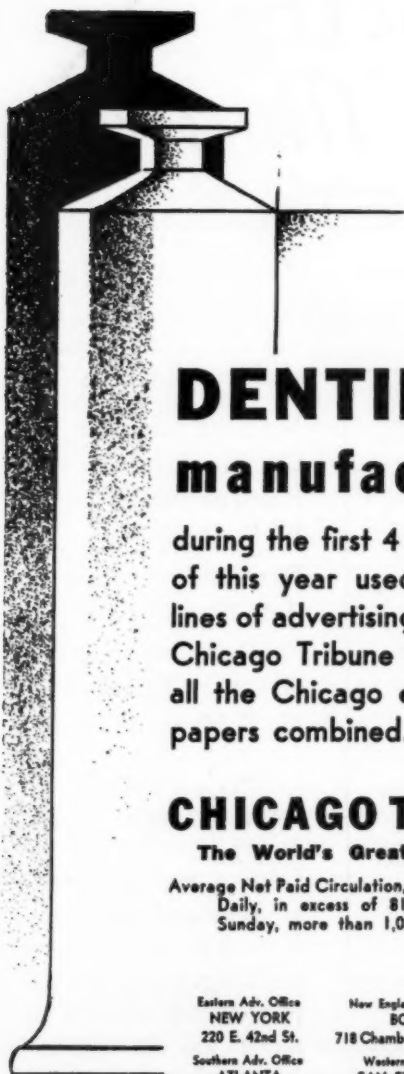
RICO TOMASO

W. D. STEVENS

HERBERT M. STOOPS

W. F. HEITLAND

Liberty's seven-year-old editorial formula of human, newsy, concise stories and features, written by capable authors and illustrated by famous artists, will remain unchanged save for the improvements natural to any vital idea. More magazine buyers ask for this formula than any other and more ask now than ever before.



DENTIFRICE manufacturers

during the first 4 months
of this year used more
lines of advertising in The
Chicago Tribune than in
all the Chicago evening
papers combined.

CHICAGO TRIBUNE

The World's Greatest Newspaper

Average Net Paid Circulation, April, 1931:

Daily, in excess of 815,000;

Sunday, more than 1,025,000

Eastern Adv. Office
NEW YORK
220 E. 42nd St.

Southern Adv. Office
ATLANTA
1825 Rhodes-Haverly Bldg.

New England Adv. Office
BOSTON
718 Chamber of Com. Bldg.

Western Adv. Office
SAN FRANCISCO
820 Kohl Bldg.